



375 Beale Street, Suite
800
San Francisco, CA 94105

Meeting Agenda

Network Management Business Case Advisory Group

Denis Mulligan, Chair

Alicia John-Baptiste, Vice-Chair

*Michelle Bouchard, Bill Churchill, Christine Fitzgerald,
Carolyn Gonot, Michael Hursh, Adina Levin, James Lindsay,
Therese McMillan, Bob Powers, Suzanne Smith,
Jeff Tumlin, Jim Wunderman*

Monday, November 14, 2022

1:00 PM

HYBRID (In-Person Option Available)

The Network Management Business Case Advisory Group is scheduled to meet on Monday, November 14, 2022 at 1:00 p.m., in the Bay Area Metro Center (Remotely).

In light of Governor Newsom's State of Emergency declaration regarding COVID 19 and in accordance with the recently signed Assembly Bill 361 allowing remote meetings, this meeting will be accessible via webcast, teleconference, and Zoom for all participants.

A Zoom panelist link for meeting participants will be sent separately to Board Members.

The meeting webcast will be available at [http://mtc.ca.gov/whats happening/meetings](http://mtc.ca.gov/whats_happening/meetings). Members of the public are encouraged to participate remotely via Zoom at the following link or phone number. Board Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial *9. When called upon, unmute yourself or dial *6. In order to get the full Zoom experience, please make sure your application is up to date.

Attendee Link: <https://bayareametro.zoom.us/j/82155543904>

Join by Telephone Dial (for higher quality, dial a number based on your current location) US:
+1 408 638 0968 or +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or +1 312 626 6799
or +1 646 876 9923 or +1 301 715 8592 or 877 853 5247 (Toll Free) or 888 788 0099 (Toll Free)

Webinar ID: 821 5554 3904

International numbers available: <https://bayareametro.zoom.us/j/82155543904>

Detailed instructions on participating via Zoom are available at:

<https://bayareametro.zoom.us/j/82155543904>

[https://mtc.ca.gov/how provide public comment board meeting zoom](https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom)

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

1. Call Meeting to Order / Roll Call / Confirm Quorum

Quorum: A quorum of this committee shall be a majority of its regular voting members (8).

2. Chair Comments

Chair Mulligan

3. Consent Calendar

- 3a. [22-1719](#) Approval of the October 17, 2022 Meeting Minutes

Action: Approval

Attachments: [Item 3a Draft Minutes NMBACAG 10 17 2022](#)

4. Information

- 4a. [22-1720](#) Regional Network Management (RNM) Progress Update, Functional Areas & Preliminary Draft RNM Framework Review

Provide a recap of key takeaways from October AG Meeting as well as an update on progress to date and next steps. Review preliminary drafts of the future state for the six functional areas and the Regional Network Management Framework. Areas of focus will include:

- Current-state findings and recommended future-state roles and operating models for each functional area
- Preliminary RNM Mission & Vision statements
- A preliminary, aggregated view of the RNM's responsibilities and accountabilities
- A preliminary operating model for the RNM

Action: Information

Presenter: Consultant Team

Attachments: [Item 4a Presentation](#)

- 4b. [22-1721](#) Facilitated Advisory Group Discussion

Action: Information

Presenter: Chair Mulligan

Attachments: [Item 4b Discussion](#)

5. Public Comments / Other Business

*Committee Members and members of the public participating by Zoom wishing to speak should use the “raise hand” feature or dial *9. When called upon, unmute yourself or dial *6.*

5a. [22-1722](#) Public Comments

Attachments:

[Aaron Baucom](#)

[Alfred Twu](#)

[Auros Harman](#)

[Cate Burkhart](#)

[Coriander Reisbord](#)

[Davis Turner](#)

[Frank Welte PAC](#)

[Joel Vazquez](#)

[Joint Letter SBA SVLG JVSV and TranForm](#)

[Michael Abramson](#)

[Michelle Hayes](#)

[Robin Doran JVSV](#)

[Sam Sadle](#)

[Shahin Saneinejad](#)

[Shay Elkin](#)

[Stephanie Beechem](#)

6. Chair Closing Remarks

Chair Mulligan

7. Adjournment / Next Meeting

The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, December 12, 2022 at 1:00 p.m. remotely and by webcast as appropriate. Any changes to the schedule will be duly noticed to the public.

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

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

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

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

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

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

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

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



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 22-1719 **Version:** 1 **Name:**

Type: Action Item **Status:** Consent

File created: 10/28/2022 **In control:** Network Management Business Case Advisory Group

On agenda: 11/14/2022 **Final action:**

Title: Approval of the October 17, 2022 Meeting Minutes

Sponsors:

Indexes:

Code sections:

Attachments: [Item 3a Draft Minutes NMBACAG 10 17 2022](#)

Date	Ver.	Action By	Action	Result
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Subject:
Approval of the October 17, 2022 Meeting Minutes

Recommended Action:
Approval

Attachments:



Meeting Minutes - Draft

Network Management Business Case Advisory Group

Denis Mulligan, Chair

Alicia John-Baptiste, Vice-Chair

*Michelle Bouchard, Bill Churchill, Christine Fitzgerald,
Carolyn Gonot, Michael Hursh, Adina Levin, James Lindsay,
Therese McMillan, Bob Powers, Suzanne Smith,
Jeff Tumlin, Jim Wunderman*

Monday, October 17, 2022

10:00 AM

REMOTE

1. Call Meeting to Order / Roll Call / Confirm Quorum

Present: 14 - Member Hursh, Member Powers, Member Bouchard, Member Mulligan, Member Tumlin, Member Gonot, Member McMillan, Member Levin, Member Lindsay, Member Wunderman, Member Smith, Member John-Baptiste, Member Churchill, and Member Fitzgerald

Member Lindsay arrived after Item 3.

2. Chair Comments

3. Consent Calendar

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

Present: 13 - Member Hursh, Member Powers, Member Bouchard, Member Mulligan, Member Tumlin, Member Gonot, Member McMillan, Member Levin, Member Wunderman, Member Smith, Member John-Baptiste, Member Churchill, and Member Fitzgerald

Absent: 1 - Member Lindsay

[22-1595](#) Approval of the September 12, 2022 Meeting Minutes

Action: Approval

Attachments: [Approval of the September 12, 2022 Meeting Minutes](#)

4. Regional Network Management Update

[22-1596](#) Regional Network Management Update

A refresher on the updated methodology and “proof of concept” approach being deployed by the consultant team to establish the Regional Network Management operating model framework as well as information in response to comments raised at the last meeting on outreach. Update on progress made since the September 2022 Advisory Group meeting. The Consultant team will also provide an overview of remaining phases of the approach being deployed to establish the operating model framework, and a look-ahead of what to expect at the November 2022 and December 2022 Advisory Group meetings.

Action: Information

Presenter: Alix Bockelman, MTC and Consultant Team

Attachments: [Presentation](#)
[DRAFT Problem Statement Memo](#)

5. Public Comments / Other Business

The following individuals spoke on this Item:
George Spies;
Ian Griffith, Seamless Bay Area;
Randi Kinman; and
Aleta Dupree.

[22-1598](#) Public Comments

Attachments: [Public Comment from Adina Levin](#)

6. Chair Closing Remarks

7. Adjournment / Next Meeting

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Metropolitan Transportation Commission

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Legislation Details (With Text)

File #: 22-1720 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 10/28/2022 **In control:** Network Management Business Case Advisory Group

On agenda: 11/14/2022 **Final action:**

Title: Regional Network Management (RNM) Progress Update, Functional Areas & Preliminary Draft RNM Framework Review

Provide a recap of key takeaways from October AG Meeting as well as an update on progress to date and next steps. Review preliminary drafts of the future state for the six functional areas and the Regional Network Management Framework. Areas of focus will include:

- Current-state findings and recommended future-state roles and operating models for each functional area
- Preliminary RNM Mission & Vision statements
- A preliminary, aggregated view of the RNM's responsibilities and accountabilities
- A preliminary operating model for the RNM

Sponsors:

Indexes:

Code sections:

Attachments: [Item 4a Presentation](#)

Date	Ver.	Action By	Action	Result
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Subject:

Regional Network Management (RNM) Progress Update, Functional Areas & Preliminary Draft RNM Framework Review

Provide a recap of key takeaways from October AG Meeting as well as an update on progress to date and next steps. Review preliminary drafts of the future state for the six functional areas and the Regional Network Management Framework. Areas of focus will include:

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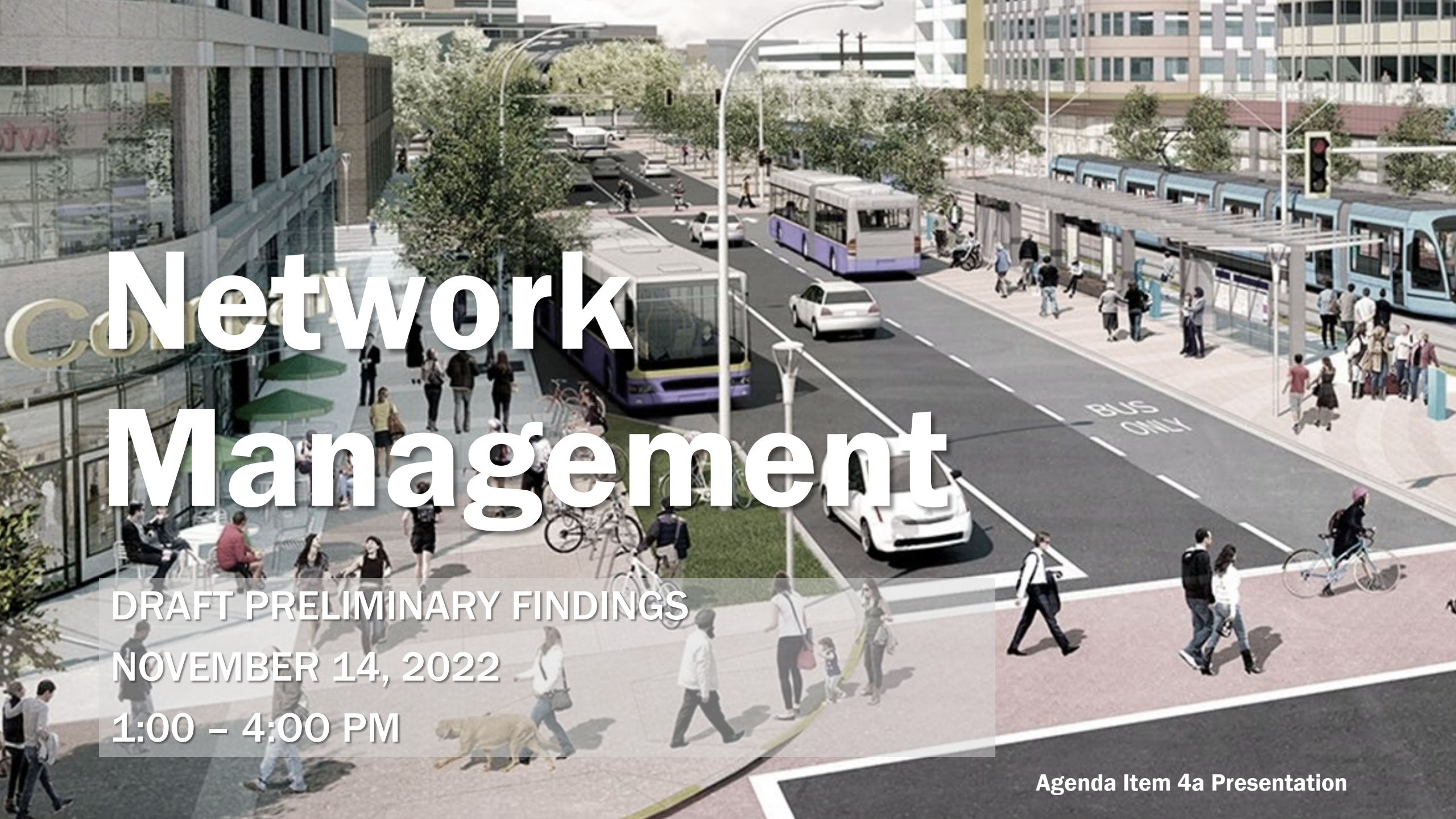
Presenter:

Consultant Team

Recommended Action:

Information

Attachments:



Network Management

DRAFT PRELIMINARY FINDINGS

NOVEMBER 14, 2022

1:00 – 4:00 PM

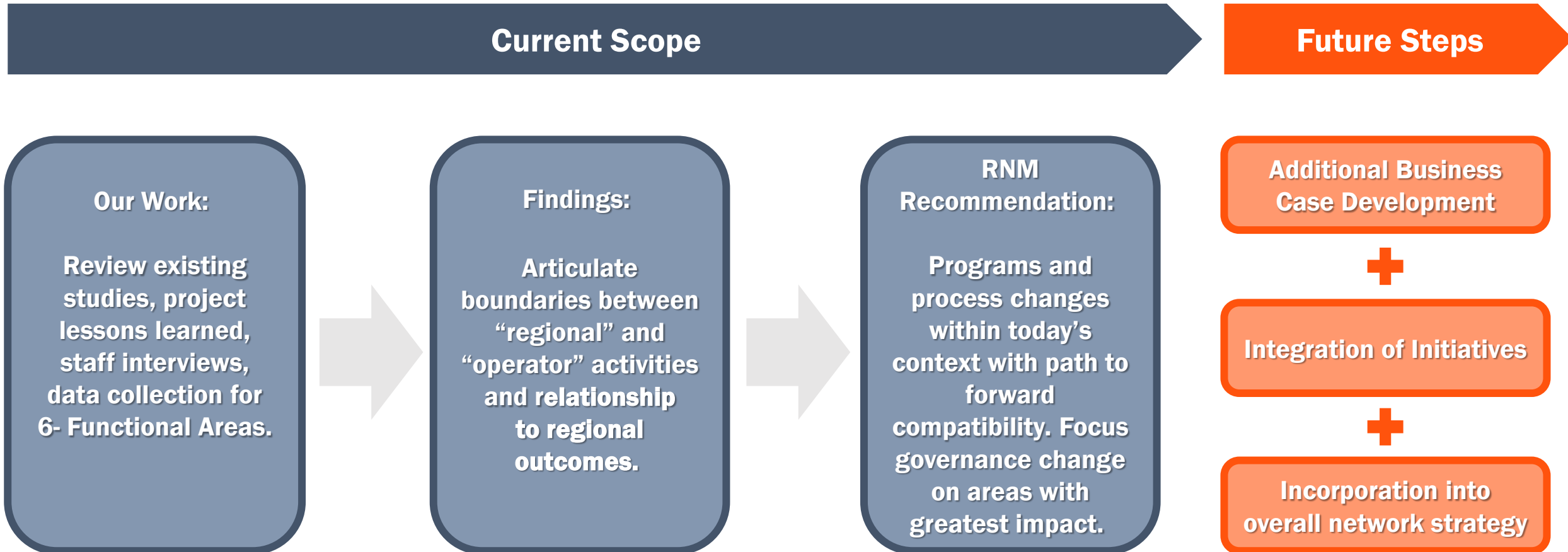
Agenda

- **Welcome & Chair Comments**
Denis Mulligan, Chair (5 min.)
- **Progress Update**
Guy Wilkinson, KPMG (5 min.)
- **Preliminary Functional Area Shifts**
Guy Wilkinson, KPMG (10 min.)
- **Preliminary RNM Framework**
Guy Wilkinson, KPMG (30 min.)
- **Facilitated Discussion**
Denis Mulligan, Chair (1 hr., 35 min.)
- **Next Steps**
Guy Wilkinson, KPMG (5 min.)
- **Public Comment**
All (30 min.)

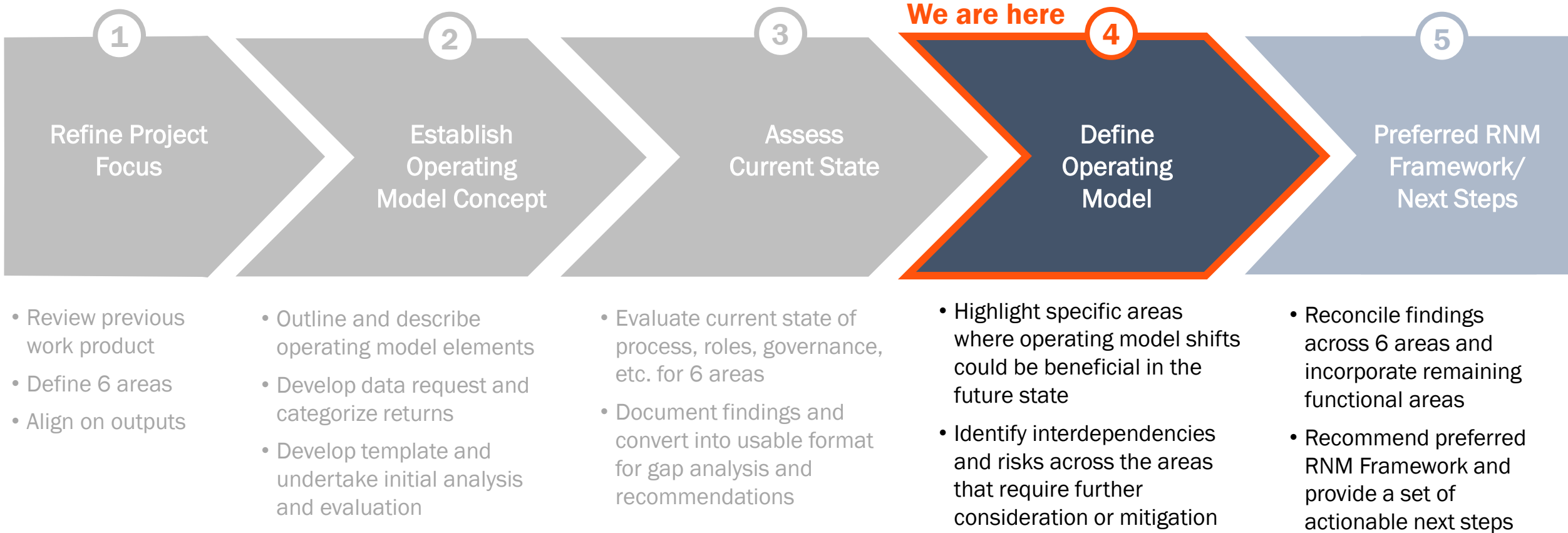


Progress Update

Recap of Scope and Process

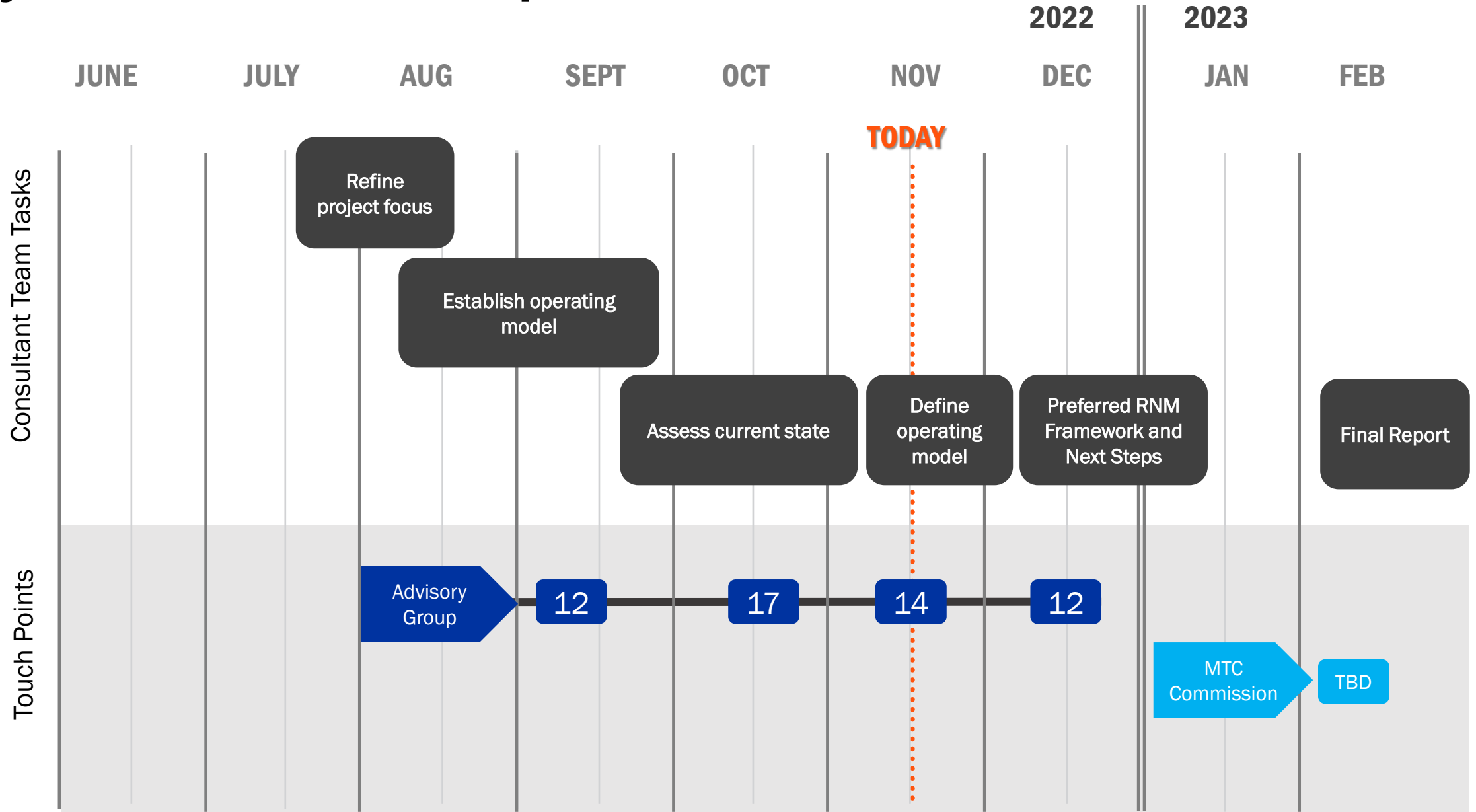


Progress Update

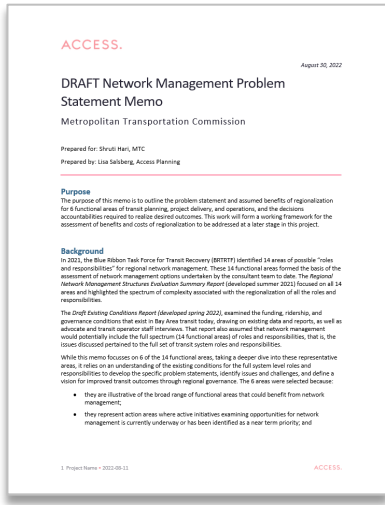


The final steps of the process will define a future-state RNM framework and who might fit into specific roles

Project Schedule & Touchpoints



Since the October AG Meeting, we have completed a range of stakeholder interviews and analysis to identify the preliminary Functional Area shifts and RNM Framework



Memo #1: Problem Statement discussed in the October AG Meeting provided the scope of inquiry and functional area definitions, desired benefits, issues, and accountabilities / responsibilities

Network Management Business Case Template
Functional Area: [X]
Workstream Lead: [X]

Information Sources:
Documents: [X], [X], [X]
Interview Participants: [X], [X], [X]

High-Level Functional Area Definition / Scope:
[X]

Current State Responsibilities & Accountabilities:

Functional Area	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	Level 10	Level 11	Level 12	Level 13	Level 14	Level 15	Level 16	Level 17	Level 18	Level 19	Level 20
[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]

Issues / Challenges:
Current State: [X], [X]
Future State: [X], [X]

Ongoing interviews are being conducted for each functional area and being complemented by information analysis. Key findings are being used to propose shifts in Functional Areas and an initial draft of the RNM Framework



During today's meeting, we will review and discuss the proposed shifts in Functional Areas to support improved benefits in relationship to "regionalization considerations." This has also led to an initial draft of the Short/Near-Term RNM Framework which can be discussed in the "workshop" portion of the meeting

Preliminary Functional Area Shifts

Regionalization for each Functional Area is based on the Regionalization Considerations & Categories:

Will “**regionalizing**” this accountability / responsibility...

C Improve the **C**ustomer Experience

Such as:

- Reduce travel times
- Improve equity
- Simplify the user interface
- Enhance accessibility

and
/ or

E Unlock **E**fficiencies

Such as:

- Enable sharing of costs
- Generate economies of scale
- Reduce time spent on coordination activities
- Reduce duplicative efforts / activities

and

F Be **F**easible

Such as:

- Is not cost prohibitive
- Within achievable legal / regulatory limitations
- Agency has path to authority, where required
- Is operationally possible

Preliminary Regional Role for Functional Area Activities

Fare Integration Policy

- Set the **regional vision** for fare integration (C/F)
- Establish regional fare integration **policies** (e.g., Tier 3/4) (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)

Wayfinding & Mapping

- Set the **regional vision** for wayfinding (C/F)
- Establish regional wayfinding **policies** (e.g., design standards, compliance requirements) (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)
- Deliver centralized procurement, where relevant (E/F)

Accessibility

- Align on current-state findings and confirm what a regional vision for accessibility (fixed route and paratransit) entails (C/F)
- Establish regional **policies**, definitions, and metrics for accessibility (e.g., eligibility requirements) (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)

Bus Transit Priority

- Set the **regional vision** for BTP (C/F)
- **For BTP Corridors:** Define corridors, establish standard data / reports; identify needs / initiatives; serve as the central coordination point for state, county, and city stakeholders (C/E/F)
- **For Non-BTP Corridors:** Recommend potential initiatives; serve as the central coordination point for state, county, and city stakeholders (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)

Rail Network Mgmt.

- Set the **vision** for the regional rail network (C/F)
- Translate regional vision into regional implementation plan (project prioritization, sequencing, integration points, project funding, delivery approach, etc.) (C/E/F)

Connected Network Planning

- Identify regional transit gaps to create CNP (C/F)
- Establish and create data tools for regional planning (E/F)
- Identify funding priorities and establish service standards (C/E/F)
- Align CNP gaps and recommendations with county planning guidelines and future updates to Plan Bay Area 2050 (C/F)

Key Takeaways

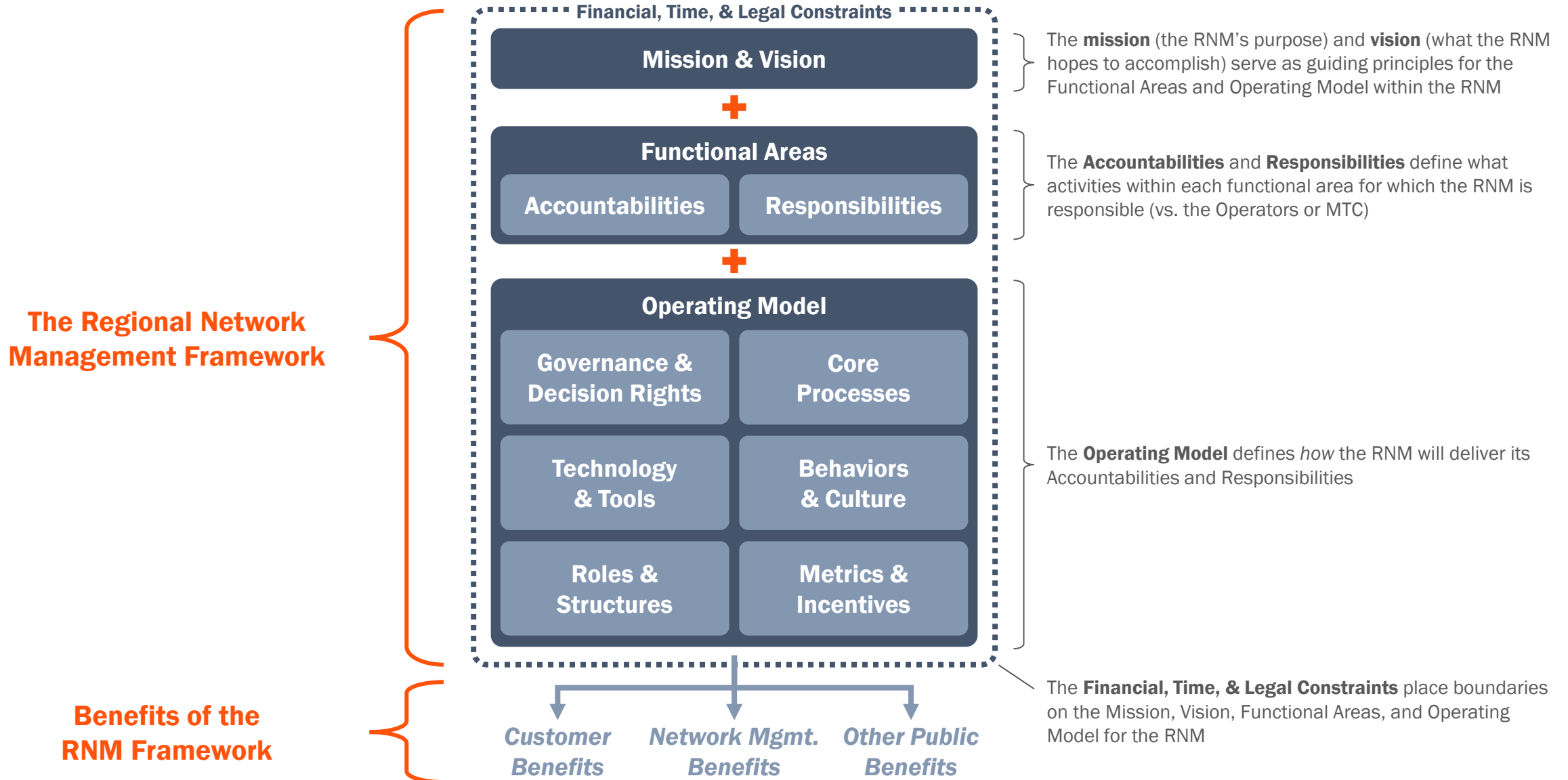
- 1) Regional Role:** Regional entity will set the vision, make select funding decisions, develop the regional policies, create implementation plans, and implement regional programs (as needed) by coordinating stakeholders
- 2) Operator Role:** Operators will be highly involved in regional decision making, provide local stakeholder perspectives / needs, and implement regional policies
- 3) RNM Framework:** RNM Framework will need to be designed to facilitate the effective and efficient interplay of these two roles (see slide 14 for key operating model needs)

Legend: C = Improve the Customer Experience E = Unlock Efficiencies F = Be Feasible

Note: Additional detail on Functional Area shifts are under ongoing assessments and will be provided at a later date

Preliminary RNM Framework

Refresh: The RNM Framework



Proposed RNM Mission & Vision Statements

Proposed Mission Statement

("Core Purpose")

To drive transformative improvements in the customer experience for regional Bay Area transit

Proposed Vision Statement

("Why")

To advance regional goals in affordability, connectivity, diversity, health, and vibrancy through a unified regional transit system that serves all Bay Area populations

Discussion Question:

Do you think these statements are accurate and effective?

The current-state assessment revealed cross-cutting challenges for which the RNM Operating Model will be focused to address:

Governance and Decision Rights

- Need to establish a single entity to coordinate / drive regional decision making
- Need to place existing / potential customers at the forefront of decision making
- Need to provide then RNM with clear policy purpose and hold the RNM accountable for delivery
- Need to establish common regional objectives / vision

Metrics and Incentives

- Need to establish standardized regional metrics
- Need to give the RNM authority / incentivize participation in regional activities (e.g., through new approaches to funding)
- Need to be able to obtain commitment from the participants in the RNM

Roles and Structures

- Need to leverage existing resource capabilities and capacities in the short/near term, but enable ability to scale over the long term
- Need to provide technical and communications capacity to support Operators
- Need to include a broad range of stakeholders

Behaviors and Culture

- Need to promote collaboration and trust between policy funding bodies and implementation bodies
- Need to ensure cross-integration of regional priorities
- Need to find right leader to drive the growth and success of the RNM and regional objectives

Core Processes

- Need to improve planning / coordination processes
- Need to provide a simpler interface for key stakeholders / riders to provide input or coordinate activities
- Need to enable faster and more inclusive decision-making processes

Technology and Tools

- Need to establish regional tools (e.g., regional travel market/demand model)
- Need to establish common language for data collection and reporting
- Need to enable centralized / shared procurement, where beneficial / possible



To address these challenges, the RNM will need three key elements

Regional Visioning Element

- Set the strategic vision / direction and ensure outcomes for customers
- Be accountable for regional transit network policy and priorities
- Approve / create / revise regional policies
- Approve new and existing sources of funding

Steering Element

- Provide / reach consensus on policy recommendations (to be approved by Regional Visioning Element or Operators)
- Define and report performance metrics on outcomes for RNM
- Guide Administrative / Operational Element on execution
- Provide a voice to key stakeholders to enable trust

Administrative / Operational Element

- Develop policy recommendations / options to be acted on by Steering Element
- Support the Steering Element through subject matter expertise, execution, and coordination
- Provide a voice to key stakeholders to enable trust
- Provide a dedicated staff and tools to enable execution and provide capacity support

These three elements can be delivered through several components

Regional Visioning Element

MTC: Leverage existing regional purview and planning capabilities to help set the regional vision for transit in the Bay Area and drive the direction of the RNM

Steering Element

RNM Executive Board: Board comprised GM-level Operator and MTC representatives who understand transit operations and can represent the interests of their stakeholders, make critical decisions on regional policies, and provide leadership

“Voice of the Customer” Advisory Function: Group of stakeholders who represent the customer and can help inform decision-making with the customer in mind

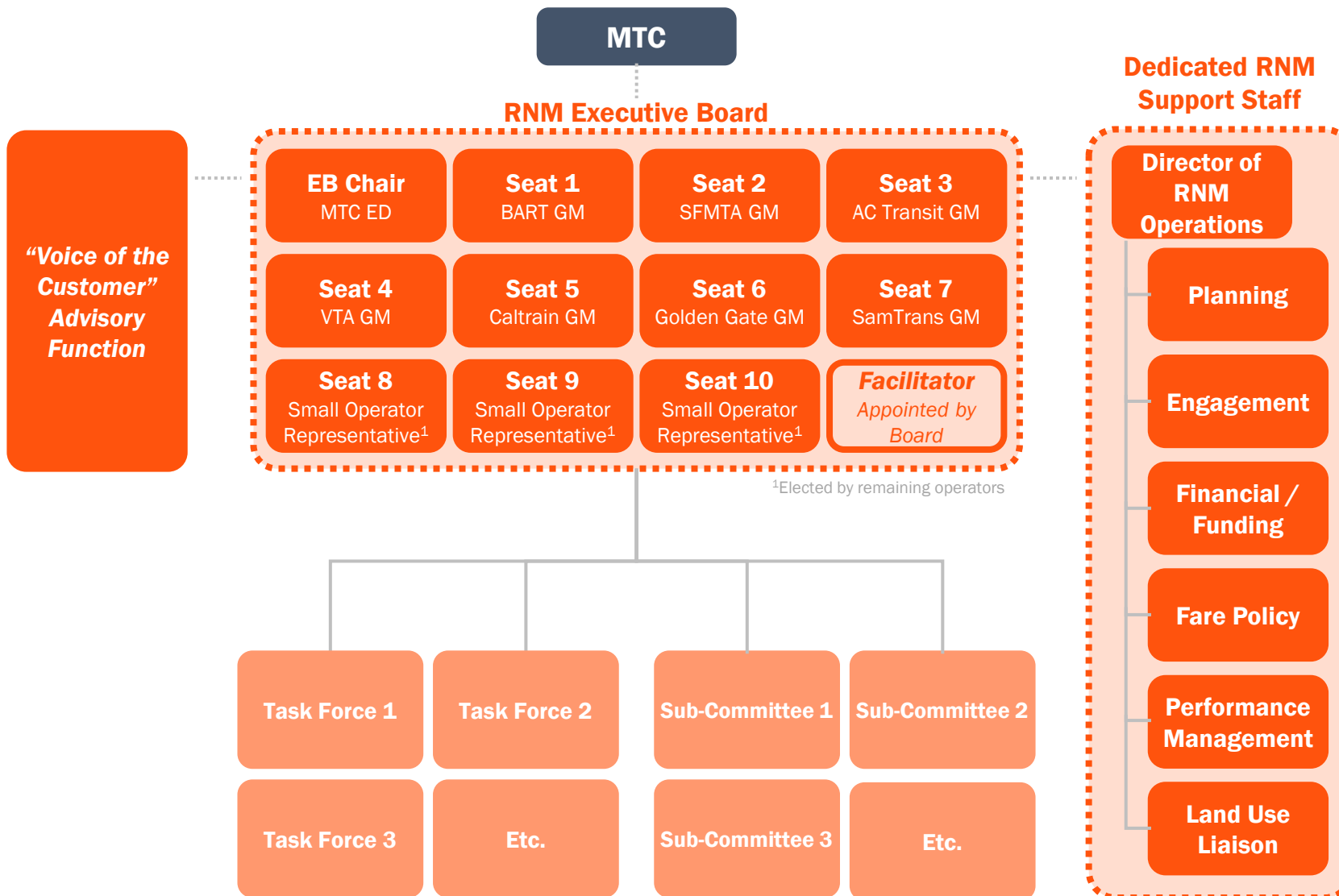
Administrative / Operational Element

Task Forces: *Temporary* groups comprised a broad range of representatives, including Operators, stakeholders, and subject matter experts, that will help complete analysis and develop policy recommendations / options for *targeted* topics

Sub-Committees: *Longer-term* groups comprised a broad range of representatives, including Operators, stakeholders, and subject matter experts, that will help complete analysis and develop policy recommendations / options for *ongoing* topics

Dedicated RNM Support Staff: Group of dedicated staff (potential opportunity for seconded staff as well) with a broad range of capabilities and expertise to support the operations and analysis of the RNM

Preliminary Short / Near-Term RNM Structure



✓ Customer Focused:

- Enables highly inclusive decision making to bring a broad range of perspectives
- Dedicated “Voice of the Customer” element to keep the customer at the forefront of decision making

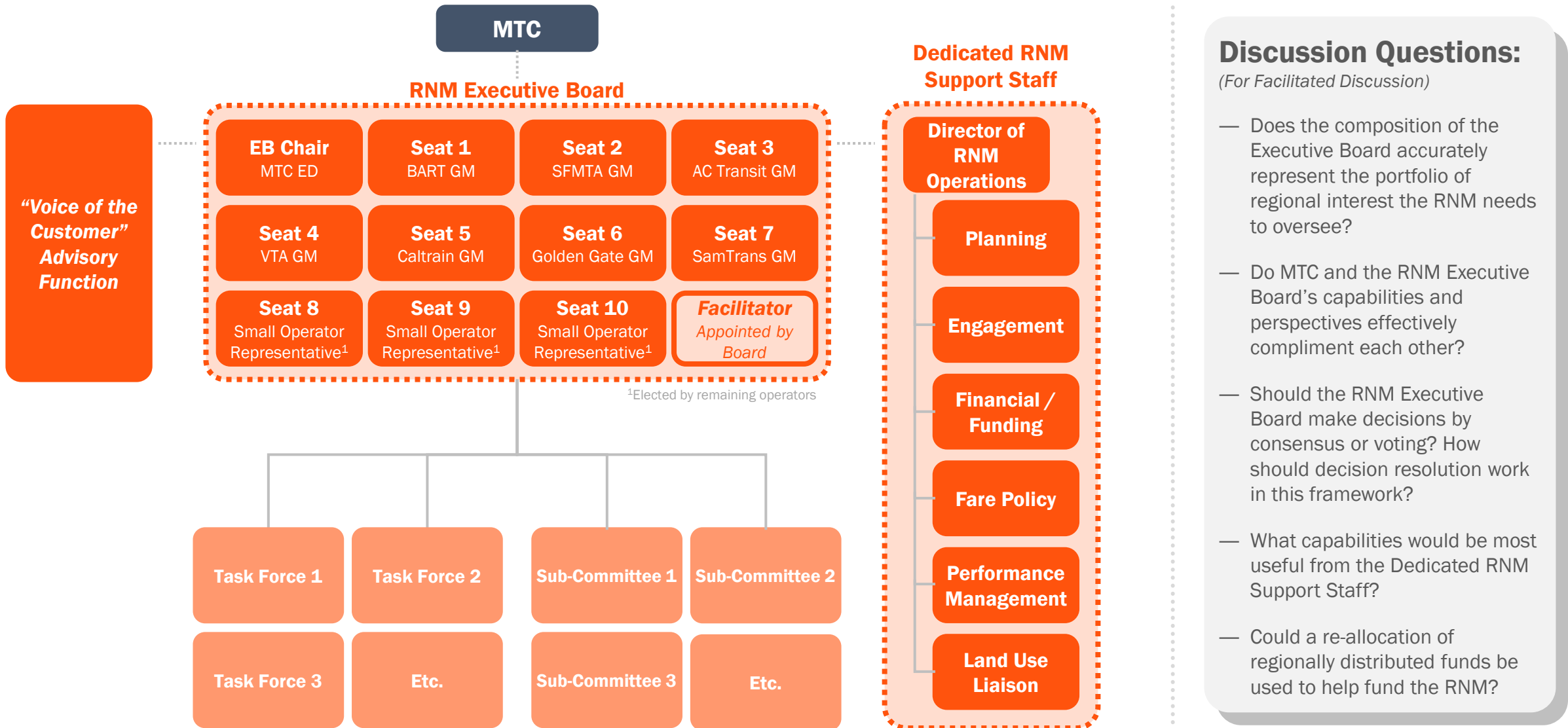
✓ Structured for Scale:

- Task Forces and Sub-Committees can be added or subtracted as additional Functional Areas are added or regional priorities shift
- Team of Dedicated Support Staff can grow over time to provide needed capacity to Operators
- Joint teams, with potential opportunities for seconded staff, enable high quality proposals to reach the Executive Board, driving effective use of GM time

✓ Balances Short-Term Momentum with Long-Term Transformation:

- Allows RNM to be stood up quickly to begin working on priority items, but also allows continuous evolution
- Seeks to drive cost and time effectiveness
- Feasible within current legislative constraints

Preliminary Short / Near-Term RNM Structure



Discussion Questions:

(For Facilitated Discussion)

- Does the composition of the Executive Board accurately represent the portfolio of regional interest the RNM needs to oversee?
- Do MTC and the RNM Executive Board’s capabilities and perspectives effectively compliment each other?
- Should the RNM Executive Board make decisions by consensus or voting? How should decision resolution work in this framework?
- What capabilities would be most useful from the Dedicated RNM Support Staff?
- Could a re-allocation of regionally distributed funds be used to help fund the RNM?

Evolution Opportunities for the Long-Term RNM Framework

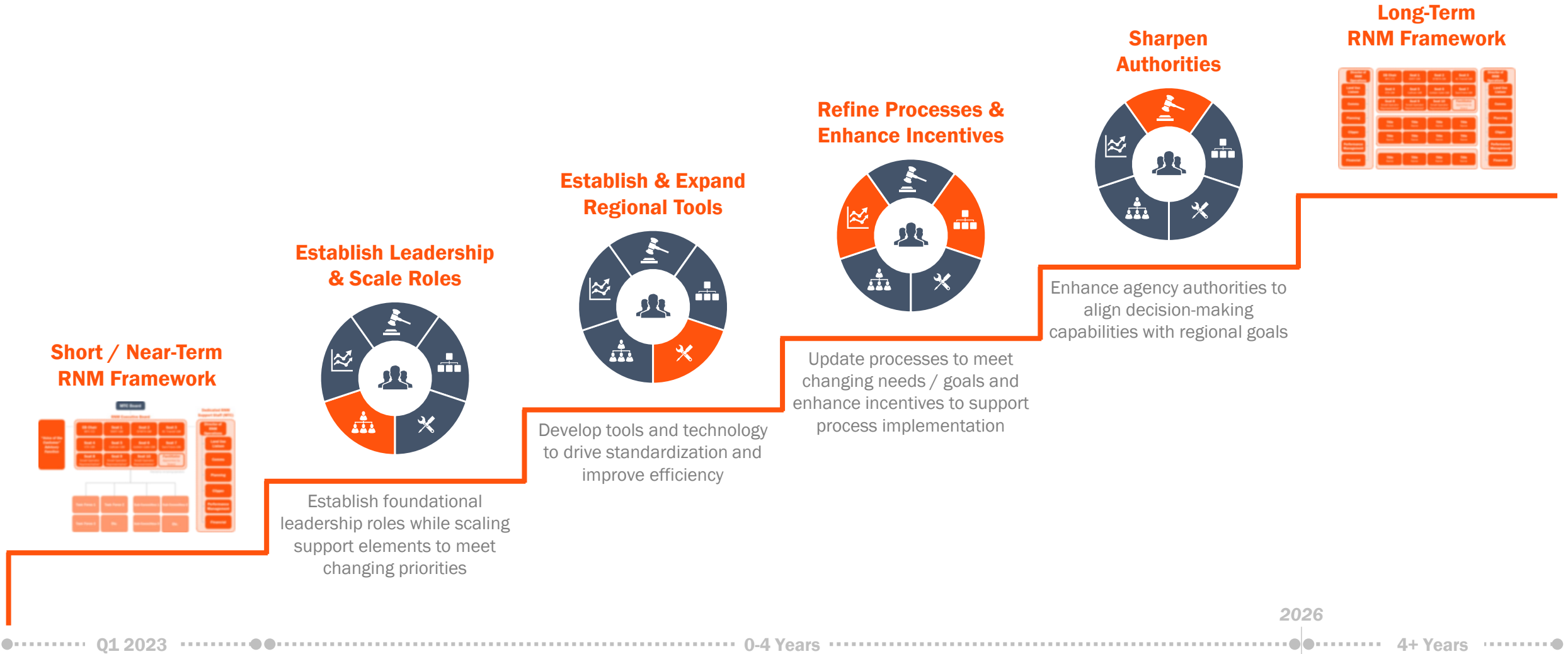
- 1 While funding can help incentivize the implementation of policy recommendations of the RNM, the limited authority of the RNM / MTC may limit the adoption of policy recommendations by all Operators
- 2 Current funding authorities may limit the ability to fully incentivize / align regional outcomes
- 3 Limited ability to establish new funding sources
- 4 Large number of participatory entities may make decision making, coordination, and stakeholder engagement challenging / inefficient
- 5 May not provide “true” regional delivery capabilities (versus regional policy / decision making)
- 6 Balancing accountability of GMs participating on RNM Executive Board

Discussion Questions:

What are some of the strengths of the Short / Near-Term RNM?

What are the other evolution opportunities for the Long-Term RNM?

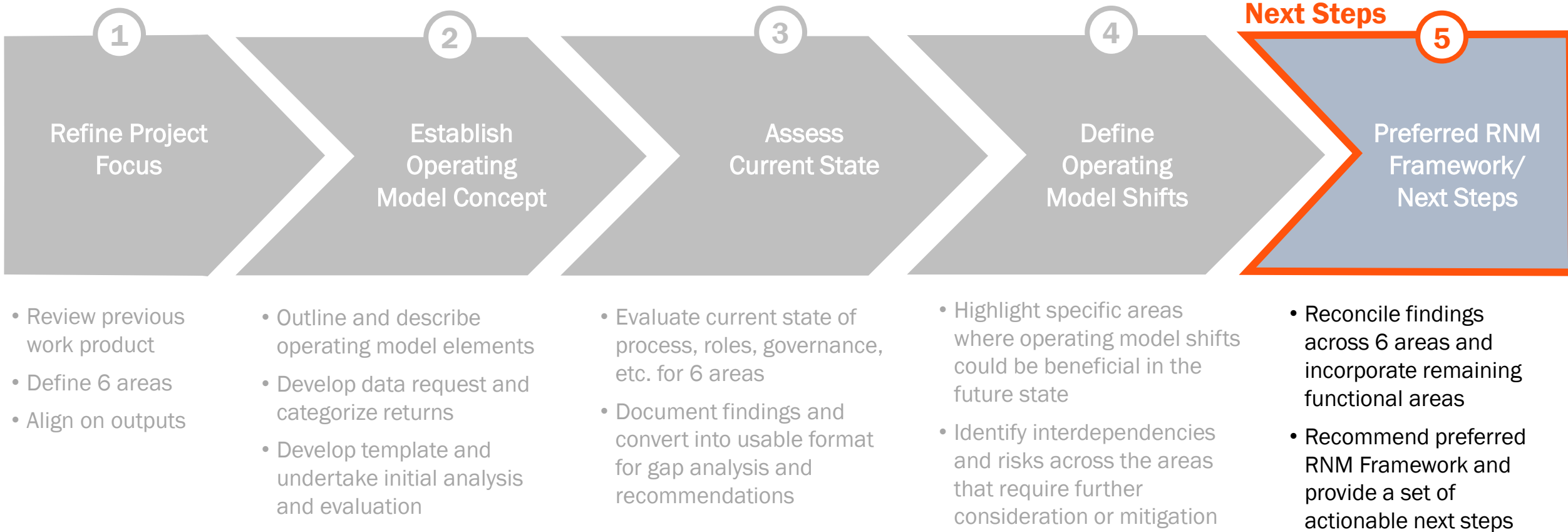
How the Operating Model Framework will Drive Long-Term Evolution of the RNM Framework



Note: Illustrative

Next Steps

Progress Update



The final steps of the process will define a future state RNM framework and who might fit into specific roles



Metropolitan Transportation Commission

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Legislation Details (With Text)

File #: 22-1721 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 10/28/2022 **In control:** Network Management Business Case Advisory Group

On agenda: 11/14/2022 **Final action:**

Title: Facilitated Advisory Group Discussion

Sponsors:

Indexes:

Code sections:

Attachments: [Item 4b Discussion](#)

Date	Ver.	Action By	Action	Result
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Subject:
Facilitated Advisory Group Discussion

Presenter:
Chair Mulligan

Recommended Action:
Information

Attachments:

Rules of Engagement

- 1) Value everyone's contributions and perspectives
- 2) Assume best intentions but nothing else; if a question comes up, ask it!
- 3) Try to identify where your thoughts integrate into the wider discussion to keep us all on track and moving forward together
- 4) Be critical, direct, and honest without introducing negativity
- 5) Think about the network both today and in the longer-term

Facilitated Discussion Questions

Topic	Discussion Questions
RNM Role (Slide 10)	<ul style="list-style-type: none"> Do you agree with the proposed high-level allocation of role between the RNM & Operators (the “wheel”)?
RNM Mission & Vision Statements (Slide 13)	<ul style="list-style-type: none"> Do you think these statements are accurate and effective?
Preliminary Short / Near-Term RNM Framework (Slide 24)	<p>Structure:</p> <ul style="list-style-type: none"> Does the composition of the Executive Board accurately represent the portfolio of regional interest the RNM needs to oversee? Do MTC and the RNM Executive Board’s capabilities and perspectives effectively compliment each other? What capabilities would be most useful from the Dedicated RNM Support Staff? <p>Decision Making:</p> <ul style="list-style-type: none"> Should the RNM Executive Board make decisions by consensus or voting? How should decision resolution work in this framework? <p>Other:</p> <ul style="list-style-type: none"> Could a re-allocation of regionally distributed funds be used to help fund the RNM?
Long-Term RNM Framework (Slides 25 & 26)	<ul style="list-style-type: none"> What are some of the strengths of the Short / Near-Term RNM? Can this help provide a bridge to the Long-Term RNM? What are the other evolution opportunities for the Long-Term RNM?



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Legislation Details (With Text)

File #: 22-1722 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 10/28/2022 **In control:** Network Management Business Case Advisory Group

On agenda: 11/14/2022 **Final action:**

Title: Public Comments

Sponsors:

Indexes:

Code sections:

- Attachments:** [Aaron Baucom](#)
[Alfred Twu](#)
[Auros Harman](#)
[Cate Burkhart](#)
[Coriander Reisbord](#)
[Davis Turner](#)
[Frank Welte PAC](#)
[Joel Vazquez](#)
[Joint Letter SBA SVLG JVSV and TranForm](#)
[Michael Abramson](#)
[Michelle Hayes](#)
[Robin Doran JVSV](#)
[Sam Sadle](#)
[Shahin Saneinejad](#)
[Shay Elkin](#)
[Stephanie Beechem](#)

Date	Ver.	Action By	Action	Result
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Subject:
Public Comments

Attachments:

From: [REDACTED]
Subject: Bay Area Network Management Future Vision
Date: Wednesday, November 9, 2022 9:12:21 PM

External Email

SF Metropolitan Transportation Commission,

I was disheartened to review the Draft Preliminary Findings regarding Network Management for the upcoming November 14th meeting. I found the proposed Short/Near term RNM structure to be a very conservative step, inadequate to address the growth needs of the Bay Area. Even the long-term planning slide did not directly mention what should be our end policy goal - a centralized single network manager for the entire Bay Area. The current representative board may be able to make some small improvements but, as MTC has itself identified, the outcomes are likely to be constrained by its limited authority. In an era when SB 917 was a serious contender in the state legislature and many bay area politicians support a more seamless transit experience, MTC has to do more to start planning for that future. We need a plan for how to deliver a world-class transit experience in our world-class region, such as the solutions offered by centralized network managers in the UK, Netherlands, and Switzerland.

Please provide more analysis and discussion regarding how to move towards a single centralized network management body in future publications. Thank you for your consideration.

-Aaron Baucom

From: [REDACTED]
To: [MTC-ABAG Info](#)
Subject: Public comment on Network Management Business Case Advisory Group agenda item 22-1720
Date: Wednesday, November 9, 2022 5:31:42 PM

External Email

Public comment on Regional Network Management (RNM) Progress Update, Functional Areas & Preliminary Draft RNM Framework Review (11/14 agenda item 22-1720)

The proposed draft with a committee of transit operator GMs is unlikely to offer significant improvement from the status quo. The original concept with a Network Manager with more power should be brought back.

From: [REDACTED]
To: [MTC-ABAG Info](#)
Subject: Nov. 14, 2022 Network Management Business Case Advisory Group Meeting
Date: Friday, November 11, 2022 11:18:10 AM

External Email

Hello,

I am a long time rider of BART -- I used to ride BART from San Bruno up to Montgomery station regularly, working a job in the Financial District. I still take BART into the city to visit friends and go to events. (I'm an SF Opera subscriber, among other things.) I also have over my life had periods where I was a regular user of AC Transit, Muni, SamTrans, and VTA buses.

I also am a Planning Commissioner. I'm speaking here just for myself, but I spend a lot of time thinking about issues of land use, and how the City of San Bruno can leverage its transit system to reduce the need for residents and workers to travel by car.

I am concerned about the "Executive RNM Board" proposal. This design is too similar to our existing status quo, which is slow, cuts out actual policymakers, and lends itself to "lowest-common denominator" solutions rather than solutions that improve transit for the greatest number of riders. I believe we should move towards a more centralized, efficient, authoritative Network Manager, that can gather information directly from riders and policymakers and then make binding decisions. Look at any truly successful regional transit system, and you will find that they have a strong central authority for the entire metro.

I support the [Seamless Bay Area](#) vision of truly coordinating our various transit systems into a single, functional system that serves the entire region.

Regards,
Auros Harman
San Bruno, CA

From: [Cate Burkhart](#)
To: [MTC-ABAG Info](#)
Subject: November 14 meeting
Date: Saturday, November 12, 2022 11:17:23 PM


External Email

I am not in agreement of the current proposal. Please include riders. in developing a seamless transportation for more riders.

Thank w for consideration of more development on this matter.

Cate Burkhart
Richmond California

Sent from my iPhone

From: 
To: [MTC-ABAG Info](#)
Subject: Nov. 14, 2022 Network Management Business Case Advisory Group Meeting
Date: Friday, November 11, 2022 11:39:35 AM

External Email

Hello there,

I am an El Cerrito resident and enthusiastic transit rider and am writing now to urge you to look beyond the current proposal for the RNM Executive Board, which looks an awful lot like the existing board of folks who manage Clipper. That's not good enough!

Under the existing system of an executive board composed of managers of the participating agencies, riders calling for intelligent consistency among the Bay Area transit agencies in terms of fares, maps, schedules and routes have seen very little change, and that little, extremely slowly. We need rides and policymakers on the RNM, and it needs to exist independent of and above the managers of the individual agencies or we will not see adequate transformation. It's not just the current riders who have a stake in a better functioning, less duplicative and wasteful transit system; we will never be able to get people out of their cars and burning less fossil fuels unless we can offer them a system that functions better than today's fragmented collection of turf-guarding agencies.

It's too late for incremental change that assumes the status quo is acceptable.

Sincerely,

Coriander Reisbord

From: [REDACTED]
To: [MTC-ABAG Info](#)
Subject: Nov. 14, 2022 Network Management Business Case Advisory Group Meeting
Date: Sunday, November 13, 2022 4:39:30 PM

External Email

Dear MTC,

I want to make a few brief points highlighting my personal disagreements regarding the proposal for the RNM structure. To preface, I am a frequent Bay Area transit rider myself, and feel that in the short-term a strong RNM Executive Board is essential for ensuring there is equitable, high-quality, fast, and frequent public transportation systems in the Bay Area.

First and foremost, I question the efficacy of a case of MTC oversight. MTC already has seemingly infinite duties, so why an additional layer of oversight? As an example, MTC has been presiding over the Network Management Business Case, yet there are only a few times where they have commented on proposals or offered wisdom to shape its goals.

Secondly, the ability for transit riders and advocates to have any influence within the RNM is small. The bulk of power within the RNM goes to GMs who seldom have time to listen directly to constituent concerns. Nowhere within the RNM are board members of large Bay Area transit agencies; these board members often have more direct contact with riders and more personal experiences with transit that could positively influence the RNM compared to GMs.

Ultimately, my ask is simple: I believe in Seamless Bay Area's vision of appointing more riders and transportation planning professionals to the RNM board. In the long-term, more efficient options must be considered—perhaps options that align with successful network management cases globally.

Thank you for your time and consideration.

Davis Turner, Burlingame

From: [REDACTED]
To: [MTC-ABAG Info](#)
Subject: Nov. 14, 2022 Network Management Business Case Advisory Group Meeting
Date: Sunday, November 13, 2022 3:42:14 PM

External Email

Hello:

It is my understanding that the proposal under consideration at the November 14 meeting will call for an Executive Regional Network Management Board to oversee transit system integration efforts in the San Francisco Bay region and that this Board would consist of transit agency general managers.

I believe this structure is inadequate because transit managers are most likely to represent the parochial interests of their agencies and the maintenance of the status quo as much as possible. The Bay Area public transit system needs new, rider-centric leadership, not a good old boys club.

While transit providers should be part of the conversation, independent transit experts, representatives of transit riders (especially transit-dependent riders) and representatives of the communities in which transit companies operate should also be part of the system integration decision-making body.

Regards,

Frank Welte, Member
MTC Policy Advisory Council
San Leandro, CA

From: [REDACTED]
To: [MTC-ABAG Info](#)
Subject: Nov. 14, 2022 Network Management Business Case Advisory Group Meeting
Date: Sunday, November 13, 2022 1:13:06 PM

External Email

Hello

I've reviewed the material listed here in the [Regional Network Management \(RNM\) Progress Update Agenda](#) and find it very concerning and worrisome that the "Executive Board" is calling for a proposal for network management, which is basically the status quo and has been the past few decades.

When will transit directors and GM pull their heads out of the sand and begin including riders and policymakers in any regional network management structure? You transit Directors and GM do not rely on public transit the same way as those who truly need and depend on them showing up when they need it. Unless you begin involving the community and policy makers Bay Area public transit will continue to see only those who need to use public transit vs those that would use it.

Get your shit together.

Best,
Joel

In case you like to read

A federated model building on the Clipper Executive Board may be a useful interim step to improve transit coordination. But it is not a model of a stable and effective network manager, because transit executives are not policymakers.

The executives are accountable first and foremost to their own board, meaning that changes they achieve together are likely to be limited and fragile. Any regional solutions are likely to be "lowest common denominator solutions" that have the least local agency opposition, rather than solutions that provide the most net benefits to riders. If they propose substantive changes, those decisions need to go back for approval to many separate boards. If the boards delegate firmly to the executives, then there is a lack of accountability to constituents.

November 13, 2022

Re: Nov. 14 Network Management Business Case Advisory Group Meeting
Item 4A: Regional Network Management (RNM) Progress Update, Functional Areas
& Preliminary Draft RNM Framework Review

Chair Mulligan,

Our groups view effective transportation network management as critical to the future - indeed, the very survival - of Bay Area transit. It will determine our ability to deliver an equitable, high ridership system that can rise to the challenge of our region's ambitious climate and livability goals. We welcome today's presentation and the opportunity to provide feedback on a preliminary network management structure.

While we recognize this proposal is only an initial framework and is yet to reflect input from the Advisory Group, we wish to submit some initial shared comments and questions based on the presentation materials already shared.

Composition of Proposed RNM Executive Board

The materials include a proposal for an "RNM Executive Board" that would function as the primary "Steering element" of the RNM structure, beneath the "Regional Visioning Element" identified as MTC. Under such a structure, the RNM Executive Board would have a different relationship to MTC than the current Clipper Executive Board - which we are interested in learning more about at Monday's meeting. However, we are concerned that the body would be composed entirely of transit agency General Managers and the Executive Director of MTC, and wouldn't formally include rider, professional expert, or policymaker representatives.

We are concerned that the RNM Executive Board as outlined wouldn't have sufficient accountability to riders - especially considering this is likely to be the main forum where policy details around the delivery of customer-facing changes to the transit system would occur.

The proposal suggests that customers have been relegated to an "Advisory Function" off to the side, rather than incorporated directly into the Steering Function. In our experience, having customer advisory committees that meet separately from decision-making bodies has not led to customers being centered in decision-making. One way to address this would be to have multiple members of the Advisory Function participate directly in the Steering Function.

Role of Policymakers

As we understand this proposal, the primary policymakers participating in the RNM framework are MTC Commissioners, and they do so as part of the "Regional Visioning Element" - setting the strategic vision and direction that the Steering Element and Administrative/Operational Elements are intended to execute on.

One practical challenge of this is the bandwidth of MTC. Commissioners already have many responsibilities, so it's unclear how much real oversight it would be reasonable to expect MTC can provide over the RNM Board.

It may be worth considering adding some policymakers from communities and transportation agencies directly to the RNM Board. This will increase collaboration and engagement throughout the process and not just when decisions come before MTC.

Setting Limits on Purview and Duration of Preliminary RNM Framework

Our groups believe strongly that the region must prioritize developing a permanent, stable network management structure as soon as possible. In order to support that we wish to see this preliminary RNM Framework be limited in its duration. We suggest limiting the RNM Framework for a period of two years. This will provide a time limit for MTC and other stakeholders to identify a permanent network management structure, including the legislative and funding roadmap.

RNM Mission & Vision Statement

Finally, it is unclear whether the "Proposed RNM Mission & Vision Statements" provided on page 13 of the materials are proposed to apply to this specific Preliminary Short/Near Term RNM structure, or the Regional Network Management more generally.

The BRTF and MTC already adopted a significantly more ambitious and outcome-oriented vision for transit transformation:

"Design, adequately invest in, and effectively manage a public transit system that is equitable, inclusive, frequent, affordable, accessible and reliable; is integrated with unified service, fares, schedules, customer information and identity; and serves all Bay Area populations, resulting in increased transit ridership and reduced growth in vehicle miles traveled."

Comments from Advisory Group members and members of the public at the September meeting supported the BRTF-adopted vision. A vision statement intended to apply to Regional Network Management generally should be of a similar level of ambition as the vision previously adopted.

Thank you for the opportunity to submit these early comments, and we look forward to the discussion on Monday, as well as opportunities to improve the preliminary RNM framework to put our region on a much stronger path toward transforming Bay Area transit.

Sincerely,

Ian Griffiths
Policy Director, Seamless Bay Area

Russ Hancock
President & CEO, Joint Venture Silicon Valley

Jason Baker
SVP, Infrastructure and Regional Partnerships
Silicon Valley Leadership Group

Zack Deutsch-Gross
Policy Director, TransForm

From: [REDACTED]
To: [MTC-ABAG Info](#)
Subject: Nov. 14, 2022 Network Management Business Case Advisory Group Meeting
Date: Friday, November 11, 2022 2:21:36 PM

External Email

Hello,

I'm writing to express my concern over the "Executive RNM Board" proposal for network management, which you are going to discuss at your Monday's meeting. What is concerning is that the proposal looks essentially as the status quo: an Executive Board made up of transit General Managers.

The proposal includes a couple of good ideas: the "RNM Executive Board" is proposed to be overseen by MTC, and a recommendation to create a "Dedicated RNM Support Staff" team that is to advise the RNM Executive Board. But why not go further and create, instead of the proposed "Executive Board", an "RNM Board", composed of appointed riders, qualified professionals with relevant backgrounds, and policymakers that should be much more deeply engaged in the work of the RNM board than the current MTC is?

I also hope that you will consider the consolidation of transit agencies as an option for creating a permanent network manager.

Sincerely,
Michael Abramson
Mountain View

From: [REDACTED]
To: [MTC-ABAG Info](#)
Subject: November 14, 2022 Network Management Business Case Advisory Group Meeting
Date: Saturday, November 12, 2022 9:05:07 PM

External Email

I am very concerned with the network model that you are proposing. There are many people who are not included in this model. There should be people who are riders, disabled, seniors, etc. To get a true representative for these efforts I believe everyone who will use the service should be a part of the process. That input is very important in order to get a true idea of what is needed for a successful management network.

Important people are being left out!

From: [REDACTED]
To: [MTC-ABAG Info](#)
Subject: Nov. 14, 2022 Network Management Business Case Advisory Group Meeting
Date: Sunday, November 13, 2022 2:56:08 PM
Attachments: [image001.png](#)

External Email

Dear Chair Mulligan and members of the Network Management Business Case Advisory Group;

On behalf of [Joint Venture Silicon Valley](#), I would like to express concern over the “Executive RNM Board” proposal for network management, which is essentially the status quo and not indicative of the progress we had hoped for. We would like to call for the inclusion of riders and policymakers in any regional network management board structure. By doing so, it will determine our ability to provide an equitable and improved ridership system for our region. We are concerned that the body as proposed would be composed entirely of transit agency General Managers and the Executive Director of MTC, and would not formally include rider, professional expert, or policymaker representatives.

Thank you for your thoughtful consideration. We very much appreciate your commitment to an effective and equitable public transit system for the Bay Area.

Regards,

Robin Doran
Vice President, Communications
Joint Venture Silicon Valley

[REDACTED]
www.jointventure.org



From: [REDACTED]
To: [MTC-ABAG Info](#)
Subject: Regional Network Management draft framework, Item 22-1720
Date: Wednesday, November 9, 2022 7:30:17 PM

External Email

Please reject the recommendation of a GM committee and instead adopt a strong network manager model as proposed by Seamless Bay Area and other advocates.

Now is the time to think big, replace our Balkanized transportation system and create something that can actually draw in riders, setting the stage for the transportation era in the Bay Area that is so essential to achieving our equity, access, and carbon goals.

The status quo isn't working anymore. We need strong action and RNM executive board proposal won't cut it. Be bold and appoint a strong network manager.

Thank you,
Sam Sadle
San Francisco

--

Sam Sadle
Global Head of Public Policy

[REDACTED]

From: [REDACTED]
To: [MTC-ABAG Info](#)
Subject: Public comment on Regional Network Management draft framework, item 22-1720
Date: Wednesday, November 9, 2022 8:09:24 PM

External Email

Hi,

I'm a resident of San Francisco and a regular rider of Muni, BART, Caltrain, and AC Transit. I am disappointed to see that item 22-1720 of the Regional Network Management draft framework includes a committee of existing general managers instead of a stronger Network Manager.

This proposed re-hash of the Clipper Executive Board model does not go far enough. From my personal experience with the Clipper system's glacial progress over the past 15 years, this management model delivers substandard results and is unaccountable to riders.

We do not need another committee of part-time members tied down by other responsibilities and parochial concerns. Riders and transit systems need MTC to step up with a strong Network Manager invested with a clear and primary responsibility to integrate service across the Bay Area.

Thank you for taking my comment into consideration.

Shahin Saneinejad

From: [REDACTED]
To: [Shay Elkin](#)
Subject: [MTC-ABAG Info](#)
Date: Public comment on Regional Network Management draft framework, Item 22-1720
Wednesday, November 9, 2022 7:23:47 PM

External Email

Dear advisory group,

The aforementioned suggested framework is at best keeping the status quo, and at worse a huge step backwards.

I have been taking BART to Caltrain regularly, and the experience is horrible, not because of any of one of the systems, but due to their complex cooperation. Maintaining a bizantine group that would be removed and not easily accountable to riders would keep Bay Area transit systems separate, hard to use.

With the upcoming climate emergency, keeping what we have is not enough.

I urge you to mandate a single, accountable GM, that would unify Bay Area transit, and would make it systems work for existing riders, increase ridership, and would help us fight against the climate emergency.

Thank you,
Shay Elkin

[REDACTED]

From: [REDACTED]
To: [MTC-ABAG Info](#)
Subject: Nov. 14, 2022 Network Management Business Case Advisory Group Meeting
Date: Sunday, November 13, 2022 3:00:01 PM

External Email

Hi there - I'm reaching out to express my concern about the newly released "Executive RNM Board" proposal for network management. I'm dismayed that after 11 months of study, the proposal has been made to essentially return to a status quo that's not working well for riders. I'm particularly worried that this body won't be accountable enough to the public. To be truly regenerative of transit riders needs and hurdles, any future network management structure must include policymakers and riders.

The Network Management Business Case represents a once-in-a-generation opportunity for the Bay Area to reimagine its transit network in a way that benefits riders, agencies, and communities for years to come. We should not squander the potential of this moment to think boldly about what's possible.

Thank you!
Stephanie

Stephanie Beechem
Oakland, CA