The Network Management Business Case Advisory Group is scheduled to meet on Monday, September 12, 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 Assembly Bill 361’s (Rivas) provisions 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 committee, commission, or board members.

The meeting webcast will be available at https://mtc.ca.gov/whats-happening/meetings/live-webcasts.

Members of the public are encouraged to participate remotely via Zoom at the following link or phone number:

- Attendee Link: https://bayareametro.zoom.us/j/81364284677
- Or iPhone one-tap: US: +13462487799,,81663247684# or +16699006833,,81663247684#
- Or Join by Telephone: (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: 813 6428 4677

International numbers available: https://bayareametro.zoom.us/u/kdqcYWYgAf

Detailed instructions on participating via Zoom are available at: https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom. Committee members and members of the public participating by Zoom wishing to speak should use the “raise hand” feature or dial “*9”. In order to get the full Zoom experience, please make sure your application is up to date.

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 in the subject line. Due to the current circumstances there may be limited opportunity to address comments during the meeting. All comments received will be submitted into the record.
1. Roll Call / Confirm Quorum

A Quorum of this Advisory Group shall be a majority of its voting members (8)

2. Chair Comments

3. Consent Calendar

3a. **22-1387** Minutes of the June 6, 2022 Meeting

   **Action:** Approval

   **Attachments:** Minutes of the June 6, 2022 Meeting

4. Regional Network Management Updated Evaluation Methodology

   Updated evaluation methodology to focus on current + future state assessment in 6 representative functional areas and operating model framework, schedule and deliverable update.

   **22-1388** Regional Network Management Updated Evaluation Methodology

   **Action:** Information

   **Presenter:** Therese McMillan - MTC

   **Attachments:** Item 4 Presentation

5. Evaluation Methodology – Proof of Concept Review

   Preview of work to be conducted using (1) Fare Integration Policy and (2) Mapping and Wayfinding as 'pilot' areas.

   Discussion will focus on:
   • What the operating model framework is and how it will be used
   • Tangible examples of operating model applied to the two areas called out above
   • Discussion on how to extend to remaining areas and what to expect in deliverables

   **22-1389** Evaluation Methodology - Proof of Concept Review

   **Action:** Information

   **Presenter:** Consultant Team

   **Attachments:** Item 5 Presentation

6. Public Comments / Other Business

   **22-1478** Public Comments

   **Attachments:** Comment Letter Re: Methodology Change for NMRC
7. Chair Closing Remarks

Chair Mulligan

8. Adjournment / Next Meeting

The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, October 17, 2022 at 10:00 a.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.

**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.
File #: 22-1387    Version: 1    Name:

Type: Action Item    Status: Consent

File created: 8/25/2022    In control: Network Management Business Case Advisory Group

On agenda: 9/12/2022    Final action:

Title: Minutes of the June 6, 2022 Meeting

Sponsors:

Indexes:

Code sections:

Attachments: Minutes of the June 6, 2022 Meeting

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<th>Date</th>
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<th>Action By</th>
<th>Action</th>
<th>Result</th>
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Subject:
Minutes of the June 6, 2022 Meeting

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, Hayley Currier,
Carolyn Gonot, Michael Hursh, Adina Levin, James Lindsay,
Therese McMillan, Bob Powers, Suzanne Smith,
Jeff Tumlin, Jim Wunderman

Monday, June 6, 2022                      1:00 PM                      REMOTE

1. Roll Call / Confirm Quorum

Laura Tolkoff acted as a delegate and voting member of the Advisory Group in place of Alicia John-Baptiste. Actions noted below as “John-Baptiste” were taken by Laura Tolkoff.

Jim Lawson acted as a delegate and voting member of the Advisory Group in place of Carolyn Gonot. Actions noted below as “Gonot” were taken by Jim Lawson.

Present: 13 - 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, and Member Churchill

Absent: 1 - Member Currier

2. Chair Comments

3. Consent Calendar

22-1033 Minutes of the May 2, 2022 Meeting

Action: Approval

Attachments: Minutes of the May 2, 2022 Meeting

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

Aye: 13 - 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 and Member Churchill

Absent: 1 - Member Currier
4. Business Case Evaluation Methodology and Models

**22-1034** Business Case Evaluation Methodology and Models

*Action:* Information

*Presenter:* VIA - A Perkins Eastman Studio

*Attachments:* Item 4 Presentation

5. Draft Evaluation Criteria and Process

**22-1035** Draft Evaluation Criteria and Process

*Action:* Information

*Presenter:* VIA - A Perkins Eastman Studio

*Attachments:* Item 5 Presentation

6. Chair Closing Remarks

7. Public Comments / Other Business

The following individuals spoke on this item:

Frank Welte;

Ian Griffith, Seamless Bay Area;

Rick Nahass;

George Spies;

Theresa Pedrosa, SSCC President;

Richard Hedges; and

Wendi Kallins.

**22-1036** Public Comments

8. Adjournment / Next Meeting

The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, July 25, 2022 at 1:00 p.m. remotely and by webcast as appropriate. Any changes to the schedule will be duly noticed to the public.
Subject:
Regional Network Management Updated Evaluation Methodology

Presenter:
Therese McMillan - MTC

Recommended Action:
Information

Attachments:
What we heard – focus on the RNM outcomes and let findings drive operating model choices

Extend approach to reflect challenging circumstances (COVID recovery) on transit operations, set in place an adaptable framework for future improvement with focus on priority near term initiatives.

**Project Objective**

“...select a preferred alternative structure(s) for Regional Network Management (RNM) and recommend next steps to achieve implementation.”

**Re-Focus**

Assess benefits/costs for six functional areas identified in the BRTF and consider full list more broadly to evaluate Regional Network Management role.

Based on this assessment, recommend Regional Network Management Framework and subsequent implementation actions.
Six Representative Functional Areas were selected

**Universe of Roles and Responsibilities**
- Marketing/Public Information
- Branding, Mapping and Wayfinding
- Centralized Program Eligibility
- Accessible Services (including Paratransit)
- Technology and Mobile Standards (Real Time Info)
- Data Collection and Coordination
- Station Hubs
- Fare Integration/Policy
- Funding
- Connected Network Planning
- Rail Network Management
- Bus Network Management
- Bus Transit Priority
- Capital Project Prioritization

**Select Roles and Responsibilities**
- Fare Integration Policy
- Wayfinding & Mapping
- Bus Transit Priority
- Accessible Services (including Paratransit)
- Rail Network Management
- Connected Network Planning
The Re-focus continues MTC's Transformative Transit Approach

Current Scope

Research:
Review existing studies, project lessons learned, staff interviews, data collection for six Functional Areas.

Findings:
Articulate boundaries between “regional” and “local” activities and relationship to regional outcomes.

Recommendation:
Focus changes to areas with greatest impact and develop a preferred NM framework. Make near term program and process changes within today’s context with path to forward compatibility.

Future Steps

Next steps on Implementation
Integration of Initiatives
Incorporation into overall network strategy
Consultant Team Tasks

- TODAY
  - Establish evaluative operating model approach

- Oct 17
  - Define operating model shifts
  - Preferred NM Framework & Next Steps

- Nov 14
  - Assess current state

- Dec 12
  - Refine project focus

Touch Points

- See Appendix for proposed future AG meeting topics

Commission 1st Review

Commission Action
Questions?

Does anyone have concerns with the updated evaluation methodology or the rationale for doing so?
Subject:
Evaluation Methodology - Proof of Concept Review

Presenter:
Consultant Team

Recommended Action:
Information

Attachments:
The Operating Model
Proof of Concept
High-Level Approach and “Proof of Concept”

1. Refine Project Focus
   • Review previous work product
   • Define 6 functional areas
   • Align on outputs

2. Establish Evaluative Operating Model
   • Outline and describe operating model elements
   • Develop data request and categorize returns
   • Develop template and undertake initial analysis and evaluation

3. Assess the Current State
   • Evaluate current state of process, roles, governance, etc. for 6 functional areas
   • Document findings and convert into usable format for gap analysis and recommendations

4. Define Future State Operating Model Shifts
   • Highlight areas where operating model shifts could be beneficial or detrimental in the future state by identifying: operational issues, gaps to leading practice, potential benefits derived, etc.
   • Identify interdependencies and risks across the areas that require further consideration or mitigation

5. Preferred NM Framework Recommendation and Next Steps
   • Reconcile findings across 6 areas
   • Expand thinking to incorporate remaining functional areas
   • Translate into preferred NM framework and actionable plan with specified activities and milestones
Proof of Concept | Representative Areas First

We are leveraging this revised method to quickly provide a ‘proof of concept’ in 2 areas with rich programmatic detail: this can help us test the method and hone in on appropriate level of analysis and rigor.

Six Representative Areas Identified

- Wayfinding
- Fare Integration Policy
- Accessibility
- Bus Transit Priority
- Rail Network Management
- Network Planning

Define Accountability for Functional Areas

<table>
<thead>
<tr>
<th>Regional Accountability*</th>
<th>Local Accountability*</th>
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<tbody>
<tr>
<td>Wayfinding</td>
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<td>Fare Integration Policy</td>
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<td>Accessibility</td>
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<td>Bus Transit Priority</td>
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<tr>
<td>Rail Network Management</td>
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<tr>
<td>Network Planning</td>
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Today's Focus – Testing the Theory through a Proof of Concept

Design the Future Operating Model

- Governance and Decision Rights
- Metrics and Incentives
- Core Processes
- Technology and Tools
- Behaviors and Culture
- Roles and Structures
Operating Model Framework

Our analysis will leverage KPMG’s Operating Model Framework, providing a structured way of identifying the elements most needed to enhance regional operations.

**Governance and Decision Rights**
(e.g., Do MTC and local entities have the ability to make decisions that are clearly analyzed, captured, actioned, inclusive and supported over time?)

**Metrics and Incentives**
(e.g., Are local entities and MTC jointly incentivized to deliver on functional areas, and how is this progress managed?)

**Roles and Structures**
(e.g., Are teams correctly organized and roles articulated to meet needs?)

**Core Processes**
(e.g., Are processes efficient enough to deliver on commitments while including the right participants?)

**Technology and Tools**
(e.g., Are the right systems in place to enable data sharing and scale to achieve network-wide functional goals?)

**Behaviors and Culture**
(e.g., Does the embedded culture of MTC and local entities foster the desired behaviors and outcomes?)
Operating Model Framework

To provide an example of this in practice, we will utilize the “Proof of Concept” highlighting specific areas where decision rights, roles/accountabilities, and process intersect to provide better or worse outcomes.

**Governance and Decision Rights**
(e.g., Does MTC and local entities have the ability to make decisions that are clearly analyzed, captured, actioned, and supported over time?)

**Core Processes**
(e.g., Are processes efficient enough to deliver on commitments while including the right participants?)

**Roles and Structures**
(e.g., Are teams correctly organized and roles articulated to meet needs?)
Operating Model Framework

We believe that for the network to be successful as a whole, implementing a new operating model will need to take place incrementally, evolving over time in response to targeted feedback.

Near-term
“Get the Ball Rolling”
- Clarified NM roles under current authorities
- Minimal ‘new’ spend to support changes
- Highlights quick win initiative areas with biggest opportunities
- Limited change management and behavioral support

Med/Longer-term
“Deepen & Sustain Change”
- All potential change types fully considered
- Costed, incremental funding identified
- Programmatically prioritizes, establishes, and executes initiatives
- Full integration of change management and comms efforts
Proof of Concept

Purpose:

• Walk through methodology using two "pilot" Functional Areas

• Inputs for example findings: interviews/group discussions, existing studies, and existing data/analytics from MTC and other bodies.
Goals and Benefits

By enhancing network management, we can bring about...

**Sample Benefits: Fare Integration and Wayfinding**

**Customer Benefits**

*End-State goal for customers*

- Ridership growth at a lower cost (between $2.39 to $2.84 per new rider) than other investments, including service enhancement and expansion.
- Up to $340 million in socio-economic value
- Yield an average fare reduction between 30% and 35% for approximately 20% to 25% of riders.
  (Source: Fare Integration Business Case)

**Network Management Benefits**

*Region’s improved ability to achieve goals*

- Faster decision-making leading to earlier implementation of Tier 3 (and 4) goals
- Timely development, approval, and implementation of Fare Policy Vision
- Consistent procedures and eligibility requirements for fare discounts – lower administration costs overall

**Fare Integration**

How and what a customer will pay to use the transit system and how fare revenue is collected and distributed

**Wayfinding**

Information travelers use to plan and navigate their journey including maps, schedules, travel times, and updates

- Improved navigability of the system
- Consistent customer experience
- $2.60 in benefits for every dollar spent achieving Tier 3 wayfinding

- Faster development, approval and deployment of regional standards – reduces admin/coordination costs
- Improved adherence to regional standards
- Reduced capital costs due to centralized procurement
Defining Accountability and Responsibility

We use a RACI Matrix to clarify Accountability and Responsibility across organizational scope, to enable effective operations and sufficient coverage of all required functions.

Roles do not exist in silos - all roles have an obligation to work together to ensure continued progress.
Testing the Methodology through a Proof of Concept

Starting with a program-level view, we developed an activity breakdown along with underlying actions and assigned respective responsibilities & accountabilities as they *currently* exist.

<table>
<thead>
<tr>
<th>Process &amp; Activity Areas</th>
<th>Operator</th>
<th>MTC</th>
<th>Who is accountable for the deliverable?</th>
<th>Source</th>
<th>Additional sources</th>
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<tbody>
<tr>
<td>Level 1 Accountability</td>
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<td>Level 2 (What are the high level activities for each?)</td>
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<tr>
<td>Define the region-wide vision, objectives and benefits</td>
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<td>A</td>
<td>Operators / MTC</td>
<td>MEETING_Network Management Next Steps, MTC &amp; BART, 09/18/22</td>
<td>Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021</td>
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<tr>
<td>Review region-wide vision and provide input/feedback to MTC</td>
<td>R</td>
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<tr>
<td>Develop draft for region-wide vision</td>
<td>R</td>
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<td>DOCUMENT_MTC Policy Vision Statement</td>
<td>Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021</td>
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<tr>
<td>Define criteria and requirements for user research in template, provide to operators.</td>
<td>R</td>
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<td>Conduct research on ridership/system users</td>
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<tr>
<td>Integrate feedback and findings from user research in region-wide vision.</td>
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<td>Approve the region-wide vision</td>
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<td>Communicate and engage the public on vision development</td>
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<td>Document existing pricing policies and customer subsidy programs</td>
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<td>Define requirements for pricing/business case forecasting and modeling</td>
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<td>Review forecasting and modelling requirements and provide feedback based on ability and existing knowledge</td>
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<td>Provide direction for alternative policies to be explored</td>
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<td>Compile business cases including forecasting and modelling of pricing policies</td>
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<td>Present findings and evaluate options</td>
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<td>Engage with stakeholders on pending charges and gather feedback</td>
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Colored boxes indicate where the current responsibility or accountability sits.
Testing the Methodology through a Proof of Concept

Current State: Level 1 Activities / Accountability (Program-level)
Testing the Methodology through a Proof of Concept

**Current State:** Level 2 Activities / Accountability (Execution-level)
## Testing the Methodology through a Proof of Concept

### Current State: Responsibility and Accountability Breakdown

<table>
<thead>
<tr>
<th>Process &amp; Activity Areas</th>
<th>Operator MTC</th>
<th>Who is responsible for the deliverable?</th>
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<th>Source</th>
<th>How do we know this?</th>
<th>Additional sources</th>
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### Planning & Program Development

- **Refine Project Focus**
- **Establish Operating Model**
- **Assess Current State**
- **Define Op Model Shifts**
- **Pivot to Implementation**
Testing the Methodology through a Proof of Concept

Sources & Additional Context

<table>
<thead>
<tr>
<th>Source</th>
<th>Additional sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operators / MTC</td>
<td>Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021</td>
</tr>
<tr>
<td>MEETING_Network Management Next Steps, MTC &amp; BART, 08/18/22</td>
<td>Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021</td>
</tr>
<tr>
<td>DOCUMENT_MTC Policy Vision Statement</td>
<td>Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021</td>
</tr>
</tbody>
</table>
Our understanding of the “current state”

We have developed a view of the Fare Integration Current State Operating Model based on document reviews, interviews, and direct conversations.

<table>
<thead>
<tr>
<th>Operating Element</th>
<th>Current State Assessment</th>
<th>Sources for Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governance and Decision Rights</strong></td>
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<td>Local entities have own respective metrics</td>
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</table>
# Fare Integration

**How a customer will pay to use the transit system and how fare revenue is collected and distributed**

<table>
<thead>
<tr>
<th>Operating Element</th>
<th>Current State Assessment</th>
<th>Future State</th>
<th>Initiative(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governance and Decision Rights</strong></td>
<td>Local entity governing boards set fares</td>
<td>• Set and update common rules &amp; amounts for inter-agency transfer discounts</td>
<td>• Continue Fare Integration Task Force and/or explore successor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Establish and govern a common fare structure for regional services, including discount levels</td>
<td>• Implement Clipper BayPass Pilot Phases 1 and 2 to evaluate regional institutional fare programs</td>
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<td></td>
<td></td>
<td>• Govern region-wide institutional fare programs, pass products, and/or fare capping</td>
<td>• Finalize Clipper 2 account-based system transition</td>
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<td></td>
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<td></td>
<td>• Establish common no-cost and reduced cost transfers for transit users transferring across agencies</td>
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<td>• Continue proposal development for all-transit agency pass for use by the general public</td>
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<td></td>
<td>• Goern local fares</td>
<td>• Refine vision of eventually creating a common fare structure (distance or zone-based) for regional rail, ferry, and express bus service</td>
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<tr>
<td><strong>Core Processes</strong></td>
<td>Local entity boards set fares; Clipper Executive Board coordinates management and delivery of regional fare card; all agencies comply individually with federal Title VI and sub-regional fare coordination is offered through interagency agreements</td>
<td>• Manage regional fare card system (Clipper). Distribute funds collected through regional fare system.</td>
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<td></td>
<td>• Manage region-wide institutional fare programs, pass products, and/or fare capping</td>
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<td>• Conduct Title VI analyses</td>
<td>• Comply with Title VI</td>
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<td>• Install &amp; maintain fare collection equipment</td>
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<td>• Common technology platforms for institutional fare programs</td>
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<td></td>
<td></td>
<td></td>
<td>• Participate in regional policy design</td>
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<td>• Comply with implement regional structure of inter-agency transfer discounts</td>
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<td>• Convene Fare Integration Task Force, Clipper Executive Board or successor entity (ie, Regional Transit Coordinating Committee)</td>
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<td><strong>Metrics and Incentives</strong></td>
<td>Local entities have own respective metrics</td>
<td>• Sets guidance for type of metrics and performance measurement needs</td>
<td>• Manage to metrics</td>
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<td></td>
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<td>• Provide feedback and insights on measures</td>
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</tbody>
</table>
## Applying the Operating Model Framework | Fare Integration

### Fare Integration

*How a customer will pay to use the transit system and how fare revenue is collected and distributed*

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<th>Operating Element</th>
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<th>Potential Future State</th>
<th>Potential Initiative(s) Facilitate Transition to Future State</th>
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</table>
## Applying the Operating Model Framework | Wayfinding

### Wayfinding

*Information travelers use to plan and navigate their journey including maps, schedules, travel times, and updates*

<table>
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<tr>
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<th>Potential Future State</th>
<th>Potential Initiative(s) Facilitate Transition to Future State</th>
</tr>
</thead>
</table>
| **Governance and Decision Rights** | Local entities make most of the respective wayfinding decisions; overall vision and benefits guidance set by MTC | Single Regional Wayfinding Authority to improve adherence to regional standards  
Faster approval and deployment of standards  
Provide quality and compliance oversight | 1) Establish Wayfinding design standards and requirements following project goals |
| **Core Processes** | Local entities have their own processes (e.g., design standards, requirements, maintenance); timelines and implementation support often provided via MTC | Standardized design standards setting process  
Standardized requirements setting process  
Standardized audit process | 2) Establish Wayfinding prototype hub  
3) Plan for subregional rollout  
4) Develop mapping services platform  
5) Establish Wayfinding Compliance Officer to provide quality and compliance oversight |
| **Technology and Tools** | Local entities have own respective tools (e.g., manuals); requirements outlined by MTC for areas such as signage | Design Standards / Req. Manual for all technologies / tools  
Central tool for designing materials | 6) Wayfinding performance management through relevant KPIs |
| **Behaviors and Culture** | Local entities not always collaborating with other operators; MTC primarily provides oversight on vision, objectives, and desired benefits | Encourage collaboration in setting design standards and requirements |  
Encourage compliance with regional standards and requirements |
| **Roles and Structures** | Local entities have their own respective individuals / teams responsible for wayfinding activities; MTC roles focus on developing and testing conceptual designs | Wayfinding Standards Committee  
Wayfinding Compliance Officer |  
Procurement lead / team  
Installation lead / team  
Maintenance lead / team |
| **Metrics and Incentives** | Local entities all have their own respective metrics | Set region-wide compliance metrics (e.g., % meeting standards) |  
Match internal metrics to region-wide compliance metrics |
## Fare Integration Proposed Initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Governance and Decision Rights</th>
<th>Roles and Structures</th>
<th>Core Processes</th>
<th>Metrics and Incentives</th>
<th>Technology and Tools</th>
<th>Behaviors and Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Continue Fare Integration Task Force and/or explore successor</td>
<td>✅</td>
<td>✅</td>
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<td>✅</td>
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<tr>
<td>2) Finalize Clipper 2 account-based system transition</td>
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<td>✅</td>
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<td>✅</td>
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<tr>
<td>3) Implement Clipper BayPass Pilot Phases 1+2 to evaluate regional institutional fare programs</td>
<td>✅</td>
<td>✅</td>
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<td>✅</td>
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<tr>
<td>4) Establish common no-cost and reduced cost transfers for transit user transfers</td>
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<td>5) Continue proposal development for all-transit agency pass for use by the general public</td>
<td>✅</td>
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<td>6) Refine vision of common fare structure (distance or zone-based) for regional rail, ferry, and express bus service</td>
<td>✅</td>
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<td>✅</td>
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</tbody>
</table>

Each initiative will need design across several Operating Model components make the shift to the future state.
Making it Real | Implementing the Future State Operating Model

Establishing the future state operating model will require an Implementation Plan coordinating specific required activities for completing initiatives, management of the program and associated change, and ongoing communications.
Immediate Next Steps

1. Consider your feedback on this approach and methodology.

2. Interviews and data collection to support Six Functional area current state and future state assessments.

3. Build out templates to support systematic analysis of current and future state.
Questions?

Does the evaluative approach as described add value to determining a regional network management framework?
## Advisory Group Schedule and Topics

<table>
<thead>
<tr>
<th>Consultant Team Activities</th>
<th>Advisory Group Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sept 12</strong></td>
<td></td>
</tr>
<tr>
<td>• Draft Problem and Benefit Statements for 6-Functional Areas</td>
<td>• Evaluation Approach and Scope</td>
</tr>
<tr>
<td>• Conduct interviews, research, data collection</td>
<td>• Project Schedule</td>
</tr>
<tr>
<td>• Confirm Draft “Operating model” Framework</td>
<td>• Proof of Concept Evaluation Approach – Fares and Wayfinding</td>
</tr>
<tr>
<td><strong>Oct 17</strong></td>
<td></td>
</tr>
<tr>
<td>• Interviews, research focuses on if regionalization of accountabilities could:</td>
<td>• 6-Functional Area “Accountabilities”</td>
</tr>
<tr>
<td>• achieve the benefits more quickly?</td>
<td>• Problem and Benefit Statements</td>
</tr>
<tr>
<td>• achieve the benefits in a more cost-effective way?</td>
<td>• Emerging findings and key questions</td>
</tr>
<tr>
<td>• address a gap that isn’t current addressed through existing accountabilities?</td>
<td></td>
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<tr>
<td>• enable greater needed consistency and equity across the region for customers?</td>
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<tr>
<td><strong>Nov 14</strong></td>
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<tr>
<td>• Current status assessment of 6-functional areas</td>
<td>• Draft findings from Status assessment</td>
</tr>
<tr>
<td></td>
<td>• Highest level benefits (6-functional areas)</td>
</tr>
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<td></td>
<td>• Define operating model shifts</td>
</tr>
<tr>
<td><strong>Dec 12</strong></td>
<td></td>
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<tr>
<td>• Draft Future State Report; Implementation and Forward Compatibility</td>
<td>• Draft findings and recommendations for Regional Network Management Framework, including initiatives and incentives for near-term and long term</td>
</tr>
</tbody>
</table>
Legislation Details (With Text)

File #: 22-1478  Version: 1  Name: 
Type: Report  Status: Informational
File created: 9/11/2022  In control: Network Management Business Case Advisory Group
On agenda: 9/12/2022  Final action: 
Title: Public Comments

Subject:
Public Comments

Attachments:
Sept 9, 2022

Attn: Dennis Mulligan, Chair, Network Management Business Case Advisory Group
Re: Methodology Change for Network Management Business Case
Sept 12th Network Management Business Case Advisory Group

Chair Mulligan,

As groups that have taken a keen interest in the recovery and transformation of the Bay Area’s transit system, we wish to express concern over the recent shift in methodology in the Network Management Business Case.

We recommend that the “bottom-up analysis” presented in the Sept 12th update be combined with the continued analysis and assessment of more comprehensive regional network manager structures identified in the September 2021 RNM Structure Evaluation Summary Report, and which were previously presented to both the MTC and the Network Management Business Case Advisory Committee, in order to inform the ultimate recommendation for a long-term network management structure.

---

The shared vision supported by the Blue Ribbon Transit Recovery Task Force in the Transformation Action Plan was a system with integrated service, fares, schedules, customer information and identity. The network management business case was initiated with the goal of identifying a path toward institutional changes to bring about the shared vision.

Our primary concern is the updated methodology described in the September 12th meeting materials may represent a step away from the principle of "begin with the end in mind"- creating a resilient long-term institutional structure that can grow to fulfill the vision of a rider-friendly, high-ridership system.

We understand that the revised “bottom-up” analytical framework seeks to improve confidence of the value of regionalizing key transit system functions by spelling out the benefits - and, where possible, citing data and existing studies that establish a clear basis for institutional change. This can be helpful in building consensus among elected officials and staff. But this should not come at the expense of evaluating comprehensive long-term network management structures for the additional value they will bring.
The proposed revised methodology risks pointing us toward an “a la carte” network management approach, which we are concerned will underestimate the potential value or strategic case for larger scale, more comprehensive strategic institutional reforms. By itemizing the costs and benefits of regional standards for specific functions, we may fail to recognize the strong synergies between different system functions that would be best overseen by a common decision-making structure. Synergies have already appeared between the Wayfinding and Fare Coordination and Integration Study, and would logically arise when considering Network Planning and Transit Priority, and other functions. Surely, there are synergistic benefits to coordinated schedules, integrated fares, and faster, more reliable service that are greater than the sum of the parts.

**Without a holistic path toward integrated service enabled by effective governance, we will not be able to put the Bay Area on track to reach its ambitious mode shift and climate goals - in the near or long term.**

In the Blue Ribbon Task Force, there was consensus about a set of functions that would benefit from unified network management to provide the best, most coordinated, easy to use, accessible rider experience. It is concerning that the proposed methodology seems to be re-opening questions that seemed settled by consensus earlier, and which were presented to the Metropolitan Transportation Commission a year ago.

We urge you to follow the recommendations of the [RNM Structures Evaluation Summary Report](#) completed at the end of the Blue Ribbon Task Force. That report recommended:

- **Recommendation 1** - Start with "how" not “whether” to regionalize regional transit accountabilities.
- **Recommendation 5** - Separate long term ‘entity design’ roles and responsibilities from near term initiative priorities
- **Recommendation 8** - Priority RNM roles should be the primary driver of entity design
- **Recommendation 14** - Distinguish business decisions from public policy decisions

**In summary, rather than shift purely to a bottom-up approach, we recommend that the bottom-up analysis be combined with the continued analysis and assessment of more comprehensive regional network manager structures identified in the September 2021 RNM Structure Evaluation Summary Report**, and which were previously presented to both the MTC and the Network Management Business Case Advisory Committee, in order to inform the ultimate recommendation for a network management structure.

Thank you,

Ian Griffiths, Policy Director  
Seamless Bay Area

Amy Thomson, Transportation Policy Analyst  
TransForm

Sheri Burns, Executive Director  
Silicon Valley Independent Living Center

Russ Hancock, President and CEO  
Joint Venture Silicon Valley

Jason Baker, Senior Vice President, Infrastructure & Regional Partnerships  
Silicon Valley Leadership Group