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, December 12, 2022 **1:00 PM** **REMOTE**

The Network Management Business Case Advisory Group is scheduled to meet on Monday, December 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 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 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/89333808964

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:893 3380 8964
International numbers available: https://bayareametro.zoom.us/u/kmhMVV0EF
Detailed instructions on participating via Zoom are available at:
https://bayareametro.zoom.us/u/keF6DXG0Ji
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. 23-0046 Approval of the November 14, 2022 Meeting Minutes

Action: Approval

Attachments: 3a Draft Minutes NMBCAG 11_14_2022

4. Information

4a. 23-0047 Regional Network Management (RNM) Progress Update, Refinements to Draft Short/Near-Term RNM Framework Recommendation, Standing up RNM, RNM Charter and potential Performance Metrics and Next Steps.

1. Provide an update on progress to date since the November Advisory Group Meeting
2. Review refinements to and clarifications of the draft Short/Near-Term RNM Framework Recommendation, including:
   - Updates to the Short/Near-Term RNM based on feedback received
   - Clarification of the MTC RNM Committee structure
   - Clarification on the multiple points of entry for the “voice of the customer”
   - Clarification on reporting lines for key RNM roles
3. Review a proposed Performance/Evaluative Framework including potential RNM KPIs and Charter
4. Review a proposed 180-Day Plan for standing up the Short/Near-Term RNM
5. Discuss next steps for establishing the RNM

Action: Information

Presenter: Consultant Team

Attachments: 4a Presentation NMBCAG

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.*

6. Chair Closing Remarks

Chair Mulligan

7. Adjournment

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.

375 Beale Street, Suite 800
San Francisco, CA 94105

Metropolitan Transportation Commission

Legislation Details (With Text)

File #:	23-0046	**Version:**	1	**Name:**	
Type:	Action Item			**Status:**	Consent
File created:	11/30/2022			**In control:**	Network Management Business Case Advisory Group
On agenda:	12/12/2022			**Final action:**	
Title:	Approval of the November 14, 2022 Meeting Minutes				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	3a_Draft Minutes NMBCAG 11_14_2022				

Date	Ver.	Action By	Action	Result

Subject:
Approval of the November 14, 2022 Meeting Minutes

Recommended Action:
Approval

Attachments:

powered by Legistar™

375 Beale Street, Suite
800
San Francisco, CA 94105

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, November 14, 2022 **1:00 PM** **HYBRID (In-Person Option Available)**

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

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

Absent: 1 - Member Smith

2. Chair Comments

3. Consent Calendar

Upon the motion by Board Member Tumlin and second by Board Member Hursh, 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 John-Baptiste, Member Churchill and Member Fitzgerald

Absent: 1 - Member Smith

3a. 22-1719 Approval of the October 17, 2022 Meeting Minutes

Action: Approval

Attachments: Item 3a Draft Minutes NMBCAG 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

The following individuals spoke on this item:
Ian Griffiths,
Wendi Kalins, Member of Policy Advisory Council, Vice Chair T-TAP;
Eugene Bradley, Silicon Valley Transit Users;
John Arantes, BART Chapter President SEIU 1021;
Adrian Brandt;
Sandra Lang, PCC Member
David Ying;
Simon Tan;
Monica Mallon; and
Dave Sorrell.

5. Public Comments / Other Business

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

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.

375 Beale Street, Suite 800
San Francisco, CA 94105

Metropolitan Transportation Commission

Legislation Details (With Text)

File #:	23-0047	**Version:**	1	**Name:**	
Type:	Report			**Status:**	Informational
File created:	11/30/2022			**In control:**	Network Management Business Case Advisory Group
On agenda:	12/12/2022			**Final action:**	

Title: Regional Network Management (RNM) Progress Update, Refinements to Draft Short/Near-Term RNM Framework Recommendation, Standing up RNM, RNM Charter and potential Performance Metrics and Next Steps.

1. Provide an update on progress to date since the November Advisory Group Meeting
2. Review refinements to and clarifications of the draft Short/Near-Term RNM Framework Recommendation, including:
   - Updates to the Short/Near-Term RNM based on feedback received
   - Clarification of the MTC RNM Committee structure
   - Clarification on the multiple points of entry for the “voice of the customer”
   - Clarification on reporting lines for key RNM roles
3. Review a proposed Performance/Evaluative Framework including potential RNM KPIs and Charter
4. Review a proposed 180-Day Plan for standing up the Short/Near-Term RNM
5. Discuss next steps for establishing the RNM

Sponsors:

Indexes:

Code sections:

Attachments: 4a Presentation NMBCAG

Date	Ver.	Action By	Action	Result

Subject:

Regional Network Management (RNM) Progress Update, Refinements to Draft Short/Near-Term RNM Framework Recommendation, Standing up RNM, RNM Charter and potential Performance Metrics and Next Steps.

1. Provide an update on progress to date since the November Advisory Group Meeting
2. Review refinements to and clarifications of the draft Short/Near-Term RNM Framework Recommendation, including:
   - Updates to the Short/Near-Term RNM based on feedback received
   - Clarification of the MTC RNM Committee structure
   - Clarification on the multiple points of entry for the “voice of the customer”
   - Clarification on reporting lines for key RNM roles
3. Review a proposed Performance/Evaluative Framework including potential RNM KPIs and Charter
4. Review a proposed 180-Day Plan for standing up the Short/Near-Term RNM
5. Discuss next steps for establishing the RNM

Presenter:

powered by Legistar™

Consultant Team

Recommended Action:
Information

Attachments:

Regional Network Management (RNM)

REFINEMENTS TO RNM AND NEXT STEPS

DECEMBER 12, 2022

1:00 PM

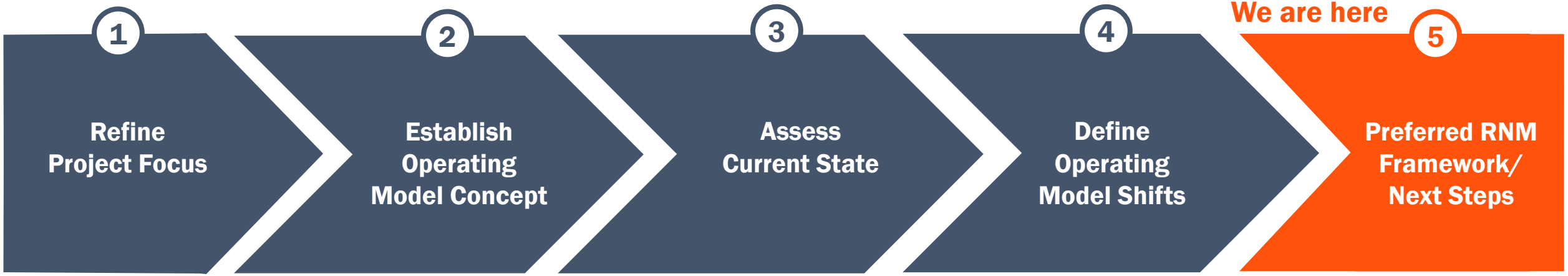
Agenda Item 4a

Agenda

- **Welcome & Chair Comments**
  Denis Mulligan, Chair (5 min.)
- **Progress Update**
  Guy Wilkinson, KPMG (5 min.)
- **Refinements to Short/Near-Term RNM**
  Guy Wilkinson, KPMG (20 min.)
- **Draft RNM Charter & Evaluation Framework for RNM Evolution**
  Guy Wilkinson, KPMG (10 min.)
- **180-Day Plan for Short/Near-Term RNM**
  Guy Wilkinson, KPMG (10 min.)
- **Next Steps**
  Guy Wilkinson, KPMG &
  Therese McMillan, MTC (10 min.)
- **Public Comment**

Progress Update

Progress Update



- Review previous work product
- Define 6 areas
- Align on outputs

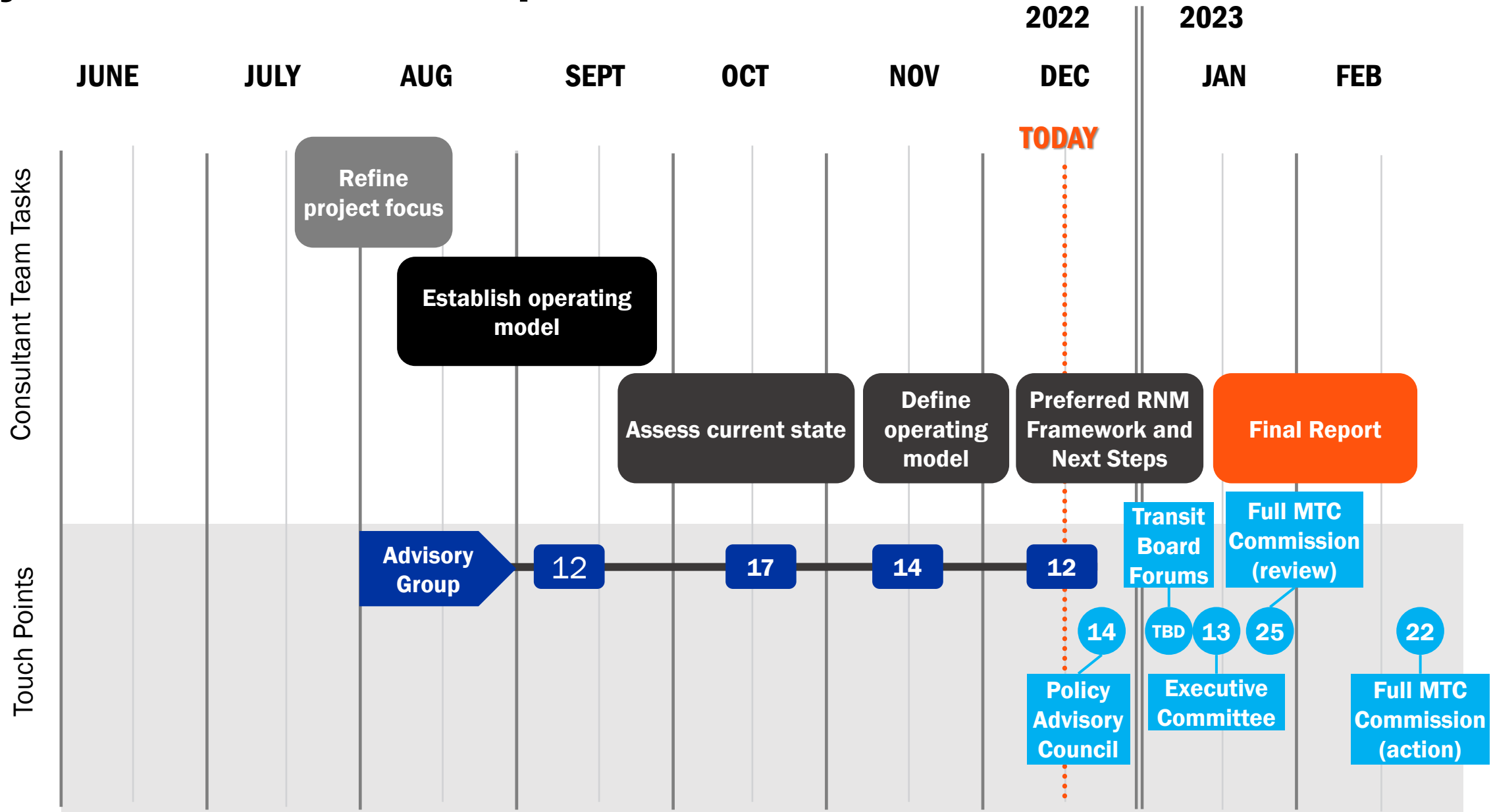
- Outline and describe operating model elements
- Develop data request and categorize returns
- Develop template and undertake initial analysis and evaluation

- Evaluate current state of process, roles, governance, etc. for 6 areas
- Document findings and convert into usable format for gap analysis and recommendations

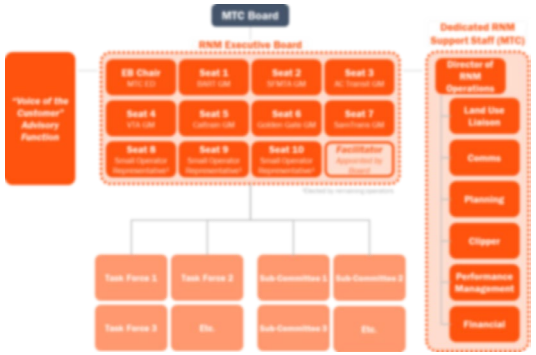
- Highlight specific areas where operating model shifts could be beneficial in the future state
- Identify interdependencies and risks across the areas that require further consideration or mitigation

- **Reconcile findings across 6 areas and incorporate remaining functional areas**
- **Recommend preferred RNM Framework and provide a set of actionable next steps**

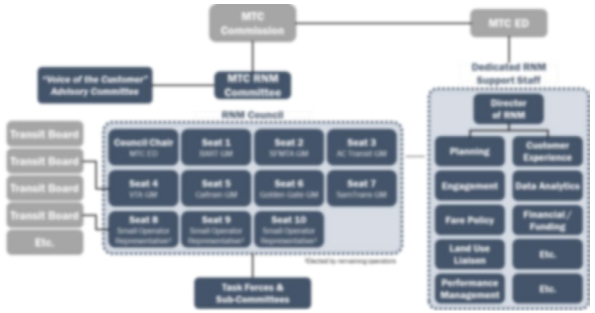
Project Schedule & Touchpoints



Since the November AG Meeting, we have refined the Short/Near-Term RNM after considering your feedback and identified actions needed to stand up the framework



During the last AG meeting, we presented a preliminary Short/Near-Term RNM Framework along with a concept for how it will evolve over the long term



After considering your feedback, we have refined and/or clarified specific elements of the RNM Framework, which we will present today

Additionally, we have also identified the actions needed to stand up the Short/Near-Term RNM and have provided some initial ideas for items such as the RNM charter and KPIs which we will also review today

Refinements to Short/Near-Term RNM

Key Refinements to the Short/Near-Term RNM Framework

1. **MTC RNM Committee:** Additional detail added to provide clarification on how MTC will interface with the RNM, which includes the MTC Board, the MTC Executive Director, and a new Committee within MTC (note that this committee structure / approach is typical to how MTC does business)

2. **"Voice of the Customer" Advisory Committee:** Reporting line moved from RNM Council to MTC, to reflect expectation that the Advisory Committee will present reports to MTC RNM Committee to support informed decision making; additional detailed provided on proposed structure

3. **Transit Boards:** Transit Boards added to the graphic to help demonstrate the important role that transit boards will play in approving implementation plans proposed by the RNM for individual Operators

4. **Director of RNM:** Title changed from "Director of RNM Operations" to "Director of RNM" to avoid confusion with the typical use of "operations" (i.e., operating a transit system) *(note: Director of RNM will report to MTC Executive Director; however, level of role with MTC is to be determined)*

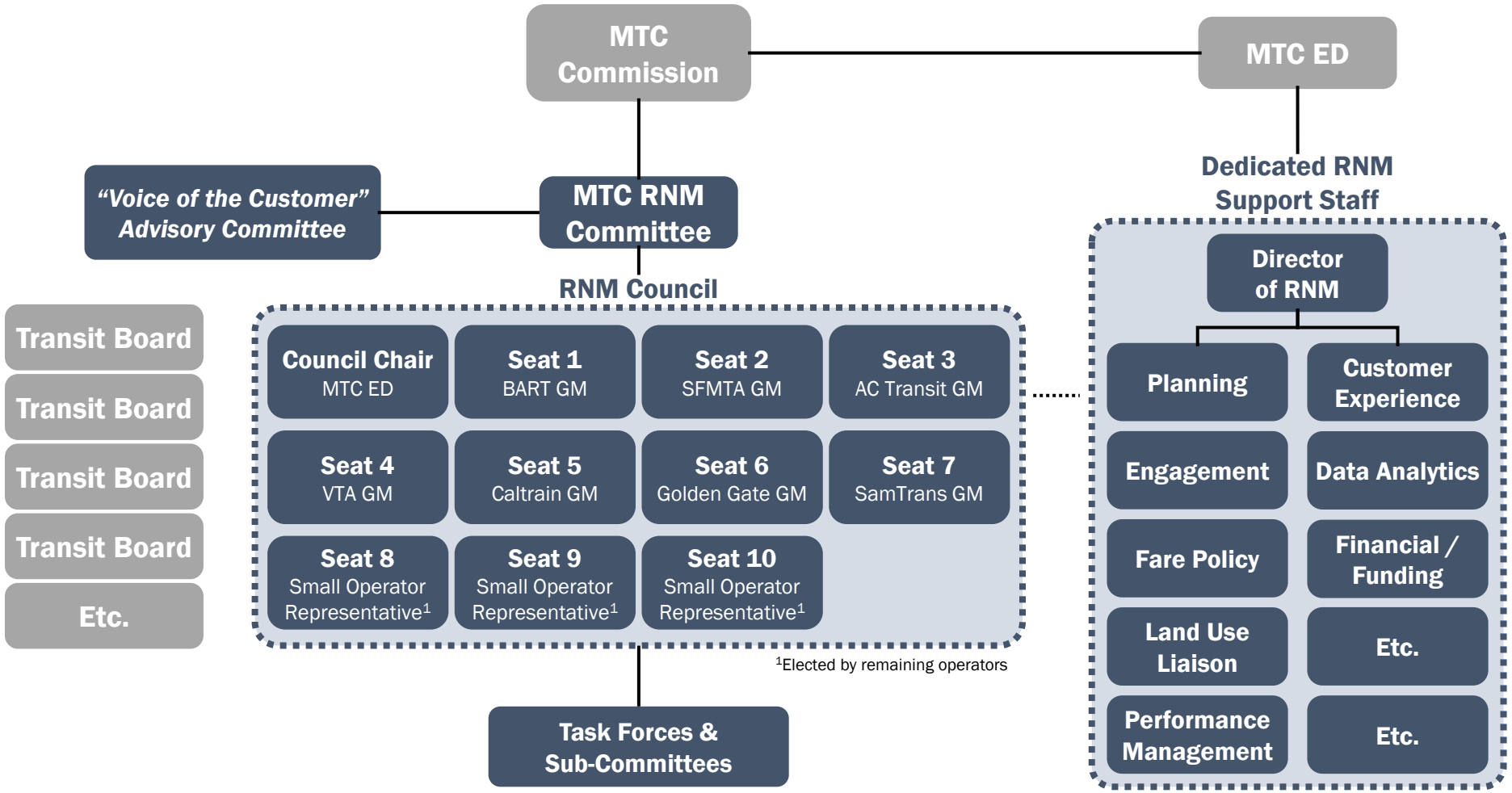
5. **Dedicated Support Staff:** Two additional roles added to support the voice of the customer: (1) Customer Experience and (2) Data Analytics

6. **RNM Council:** Name changed from "RNM Executive Board" to "RNM Council" to avoid confusion between other executive boards (e.g., Clipper Executive Board, ABAG Executive Board, MTC Executive Committee)

7. **RNM Council Facilitator:** Facilitator role removed as a facilitator is likely not needed, or could be hired on an as-needed basis

8. **Long-Term RNM:** Recurring 2-year formal performance review added to help ensure that the RNM continues to evolve over time

Updated Short / Near-Term RNM



✓ **Customer Focused:**

- Enables highly inclusive decision making to bring a broad range of perspectives
- Multiple engagement points for the "Voice of the Customer" to prioritize customers in decision making

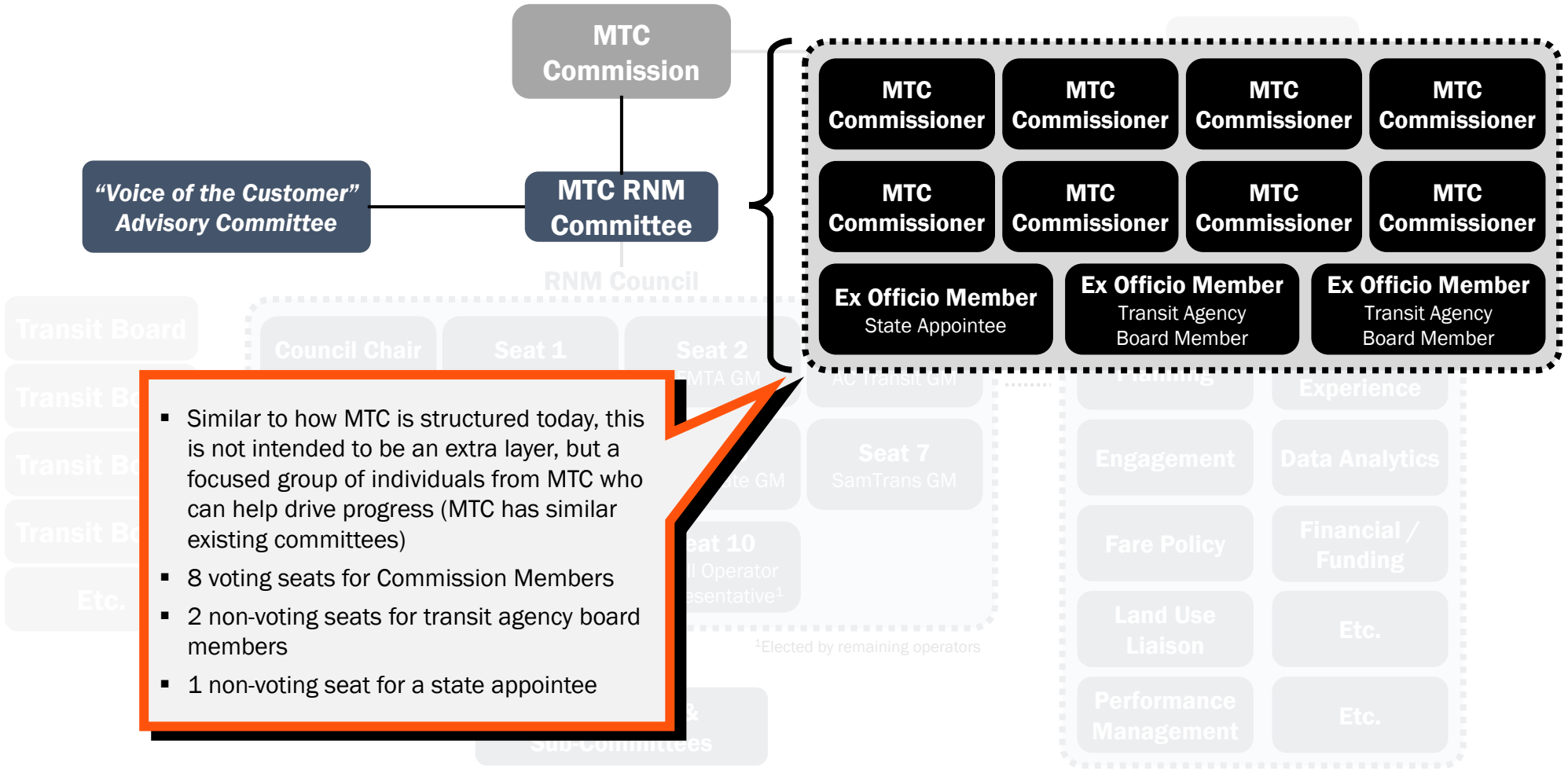
✓ **Structured for Scale:**

- 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 Council, driving effective use of GM time

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

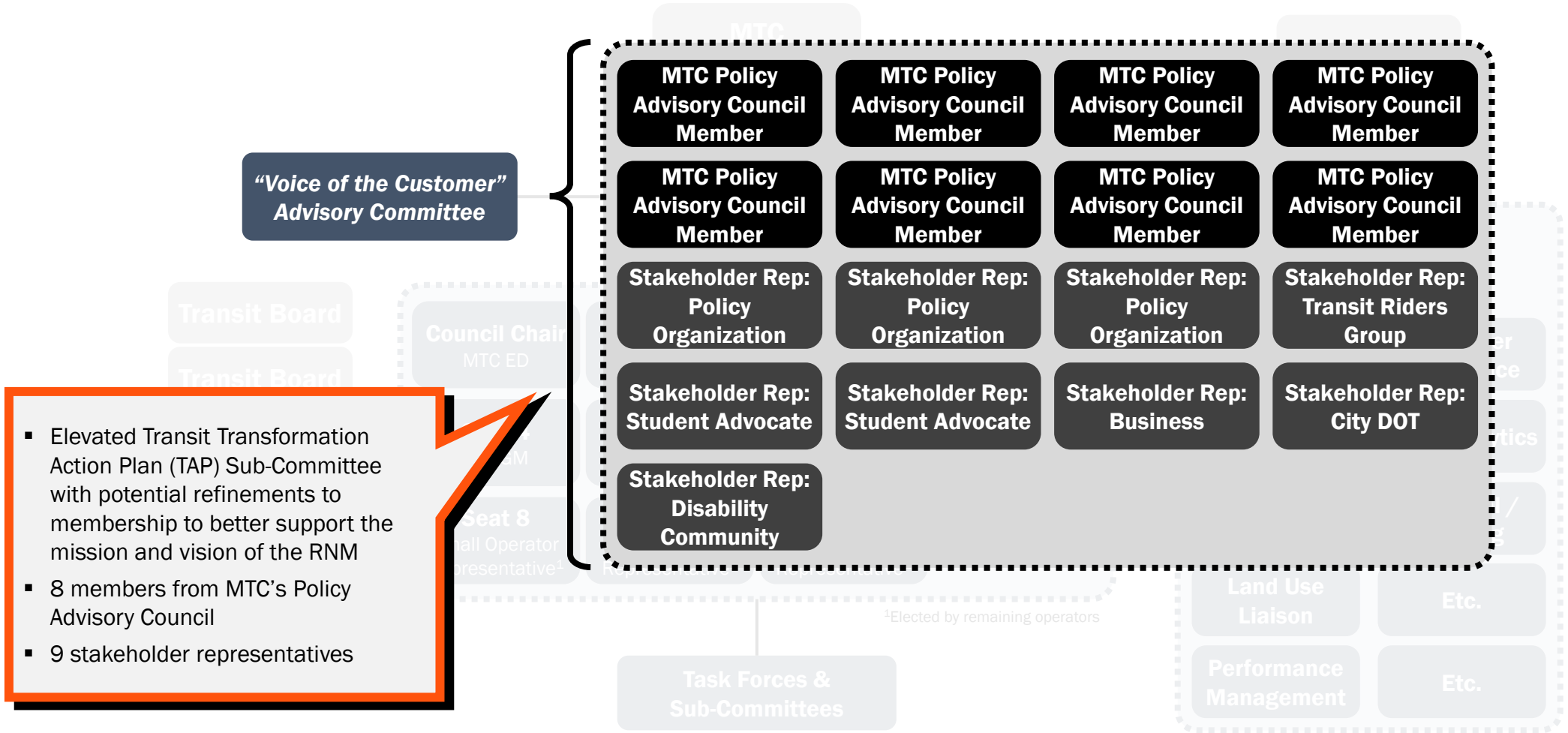
- Allows RNM to be stood up quickly to begin working on priority items, but also allows continuous evolution
- Seeks to drive cost and time effectiveness
- Feasible within current legislative constraints

MTC RNM Committee



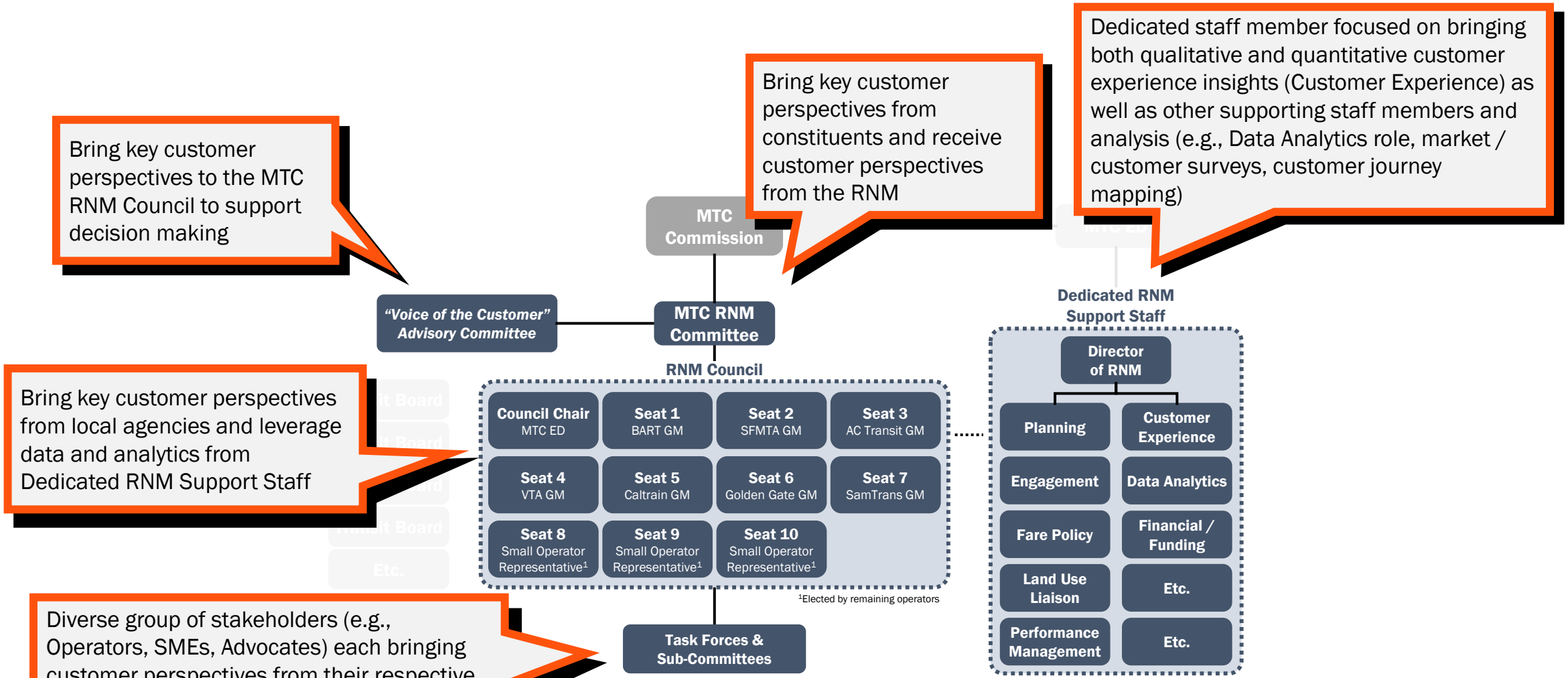
- Similar to how MTC is structured today, this is not intended to be an extra layer, but a focused group of individuals from MTC who can help drive progress (MTC has similar existing committees)
- 8 voting seats for Commission Members
- 2 non-voting seats for transit agency board members
- 1 non-voting seat for a state appointee

Voice of the Customer Advisory Committee



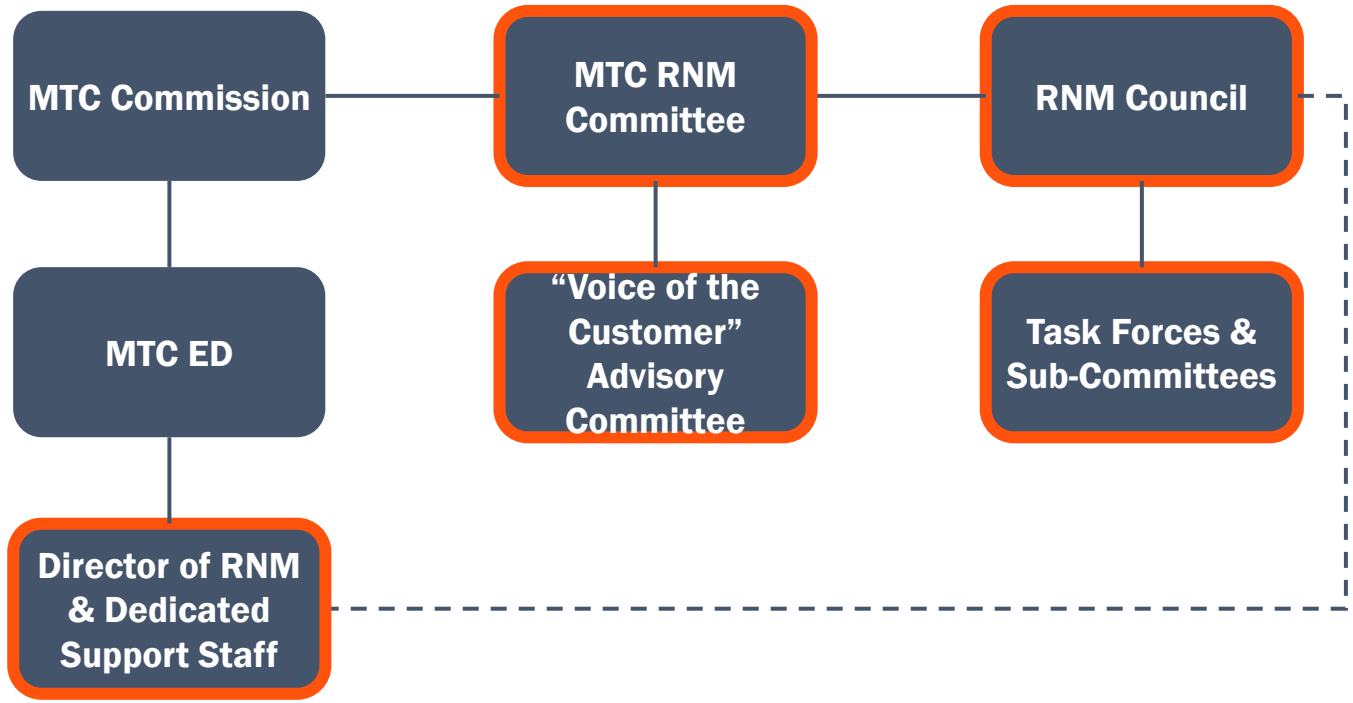
- Elevated Transit Transformation Action Plan (TAP) Sub-Committee with potential refinements to membership to better support the mission and vision of the RNM
- 8 members from MTC's Policy Advisory Council
- 9 stakeholder representatives

Engagement Points for the Voice of the Customer



Where the RNM Sits (Short / Near-Term)

Note: Director of RNM and Dedicated RNM Support Staff will be MTC employees and therefore have a solid reporting line to MTC (meaning that hiring, performance reviews, etc. will be completed by MTC); however, these roles will have a dotted reporting line to the RNM Council (meaning that the RNM Council will provide more strategic direction for where these roles should prioritize their time)



Draft RNM Charter and Evaluation Framework for RNM Evolution

Draft Charter for Short/Near-Term RNM (Illustrative)

Note: *Charter is intended to provide a simple view of the RNM mission, vision, and objectives as well as set clear expectations for operations*

Mission

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

Vision

To advance regional goals in equity, livability, climate, and resiliency through a unified regional transit system that serves all Bay Area populations

Roles & Responsibilities

- **MTC/MTC RNM Committee:** Leverage existing regional purview and planning capabilities to help set the regional vision and policies for transit in the Bay Area and drive the direction of the RNM
- **RNM Council:** Council comprised GM-level Operator and MTC representatives who understand transit operations and can represent the interests of their stakeholders, make critical recommendations on regional polices, and provide leadership and implementation of policies
- **"Voice of the Customer" Advisory Committee:** Group of stakeholders who represent the customer and can help inform decision-making with the customer in mind
- **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
- **Task Forces & Sub-Committees:** Temporary (Task Forces) or longer-term (Sub-Committees) 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 topics

Key Performance Indicators (KPIs)

Benefits KPIs			Program KPIs
Customer Benefits	Network Mgmt. Benefits	Other Public Benefits	RNM Program Performance
▪ TBD	▪ TBD	▪ TBD	▪ TBD
▪ TBD	▪ TBD	▪ TBD	▪ TBD
▪ TBD	▪ TBD	▪ TBD	▪ TBD

Note: See example KPIs on next page

Continuous Improvement

- RNM Program KPIs to help inform improvement needs
- Continuous improvement of RNM operations to be driven by Director of RNM and Dedicated Support Staff
- Continuous improvements to RNM framework to be driven by RNM Council
- Formal review of RNM to be completed by MTC 2 years after establishment

Meeting Cadence

- **MTC RNM Committee:** Every other month (minimum)
- **RNM Council:** Monthly (minimum)
- **"V.O.C." Advisory Committee:** Every other month (minimum)
- **Task Forces & Sub-Committees:** To be determined on an individual basis

Reporting Requirements

- **Bi-Monthly (Every Other Month) Progress Report to MTC RNM Committee** (RNM Council)
- **Semi-Annual Report on Achievements, KPIs, and Next Steps** (RNM Council)
- **Bi-Monthly (Every Other Month) Voice of the Customer Report** (V.O.C. Advisory Committee)

KPIs & Priority Initiatives (Illustrative)

KPIs

Benefits KPIs

KPIs to track the achieved benefits of regional transit and inform regional transit policy decisions

Customer Benefits

Examples include:

- Connection times
- Regional commute time
- % of accessible transit stations
- Etc.

Network Management Benefits

Examples include:

- Regional ridership
- Total regional operating costs
- Regional fare revenue
- Etc.

Other Public Benefits

Examples include:

- Commute mode choice
- GHG Emissions
- % of income spent on transit
- Etc.

Program KPIs

KPIs to monitor the performance of the RNM and inform RNM evolution

RNM Program Performance

Examples include:

- % and timeliness of priority initiatives complete
- % of RNM vacancies
- Regional policies implemented
- Etc.

Priority Initiatives

Initiatives identified as priority items for the RNM to address (e.g., BRTF outcomes)

Examples include:

- **Fares and Payment:** Simpler, consistent, and equitable fare and payment options attract more riders (BRTF)
- **Wayfinding & Mapping:** Integrated mapping, signage, and real-time schedule information to make transit easier to navigate and more convenient for both new and existing riders (BRTF)
- **Connected Network Planning:** Bay Area transit services are equitable planned and integrally managed as a unified, efficient, and reliable network (BRTF)
- Etc.

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

Note: To support continuous improvement, KPIs will be established at creation to track RNM performance and a formal review of the RNM framework will be conducted 2 years after creation by MTC

Short / Near-Term RNM Framework

Establish Leadership & Scale Roles

Establish foundational leadership roles while scaling support elements to meet changing priorities

Establish & Expand Regional Tools

Develop tools and technology to drive standardization and improve efficiency

Refine Processes & Enhance Incentives

Update processes to meet changing needs / goals and enhance incentives to support process implementation

Sharpen Authorities

Enhance agency authorities to align decision-making capabilities with regional goals

Long-Term RNM Framework

2023 — 0-3 Years — 2026 — 3-10 Years

Note: Illustrative

Using Metrics & KPIs to Measure Progress

Benefits KPIs | have commute times changed? Are more accessibility options now open to the public?

Program KPIs | What is the average schedule performance of priority initiatives – how many are behind/ahead/on-time? are there any existing RNM vacancies?

Short / Near-Term RNM Framework

Establish Leadership & Scale Roles

Establish & Expand Regional Tools

Refine Processes & Enhance Incentives

Sharpen Authorities

Long-Term RNM Framework

Overall Progress | every 2 years the KPIs should be revisited and refined based on point in the operating model journey – e.g., as regional tools/tech become focus should measures such as rollout and adoption be integrated?

2023 — 0-3 Years — 2026 — 3-10 Years

Note: Illustrative

180-Day Plan for Short/Near-Term RNM

180-Day Plan for Standing up the RNM (PRELIMINARY)

Note: 180-Day plan to be finalized following further approvals by MTC leadership

Pre-Launch (Dec 13 – Feb 28)	Days 0-60 (Mar 1 – Apr 30)	Days 61-120 (May 1 – Jun 30)	Days 121-180 (Jul 1 – Aug 30)
❑ **Develop initial budget, determine funding requirements, and identify funding sources**	❑ **Align on RNM KPIs**	❑ **Hold first RNM Council meeting**	❑ **Establish KPI reporting process and begin reporting on KPIs**
❑ **Write RNM Director job description / requisition**	❑ **Align on Priority Initiatives**	❑ Hold second Voice of the Customer Advisory Committee meeting	❑ **Issue first Bi-Monthly (Every Other Month) Progress Report to MTC RNM Committee**
❑ **Finalize RNM Charter**	❑ **Begin hiring process for RNM Director**	❑ Hold second MTC RNM Committee Meeting	❑ Hold second RNM Council meeting
❑ Develop draft MOU (or other agreement mechanism)	❑ Begin seeking MOU approval from Transit Boards	❑ **Develop and approve annual RNM budget**	❑ Hold third Voice of the Customer Advisory Committee meeting
❑ Write job descriptions / requisitions for any immediate Dedicated Support Staff (likely 2-3 staff)	❑ Begin hiring process for any immediate Dedicated Support Staff		❑ Hold third MTC RNM Committee Meeting
❑ Identify members for the “Voice of the Customer” Advisory Committee	❑ Identify MTC RNM Committee Members (after new chair of MTC is appointed)		❑ Hold second RNM Council Meeting
❑ Determine mechanism to enable seconded staff	❑ **Hold first MTC RNM Committee meeting**		
❑ **Obtain final approval from MTC Commission on RNM for launch**	❑ **Hold first Voice of the Customer Advisory Committee meeting**		

Estimated Initial Budget to Stand Up the RNM

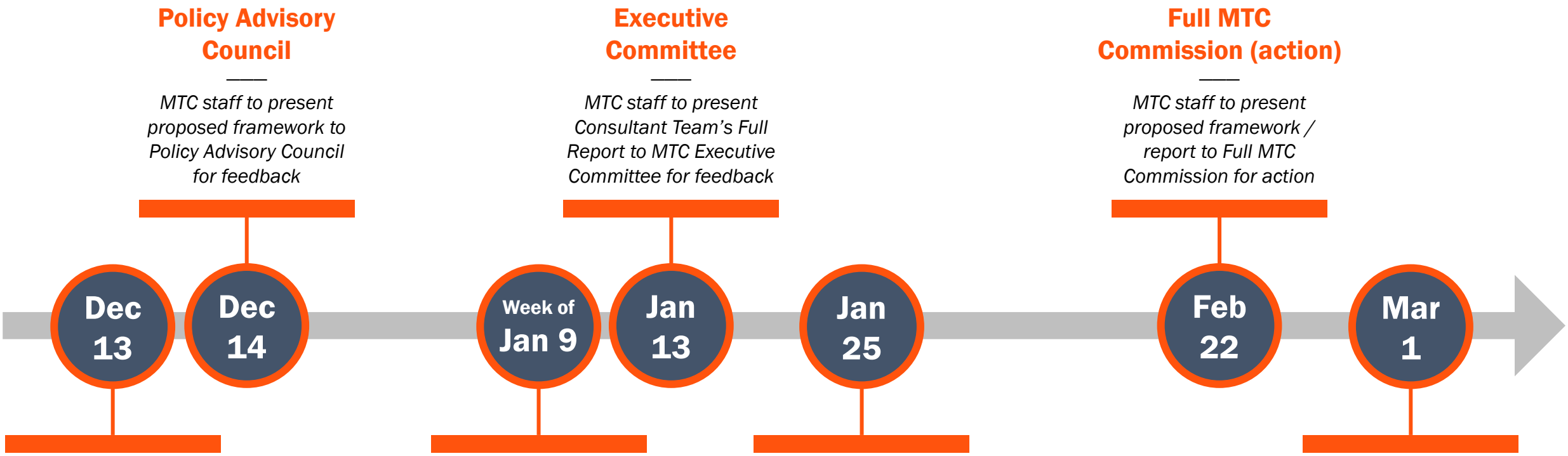
Role	Quantity	Fully Loaded Staff Costs[1]	Total
Director of RNM	1	$600k	$600k
Dedicated Staff Member	2-3	$350k - $500k	$700k - $1.5m
			$1.3m - $2.1m

Note: these values are for incremental personnel and would be in addition to those currently working in similar capacities at MTC and Transit Agencies

[1]Source: Fully loaded rates (salaries, benefits, and overhead) from MTC

Next Steps

Next Steps & Milestones



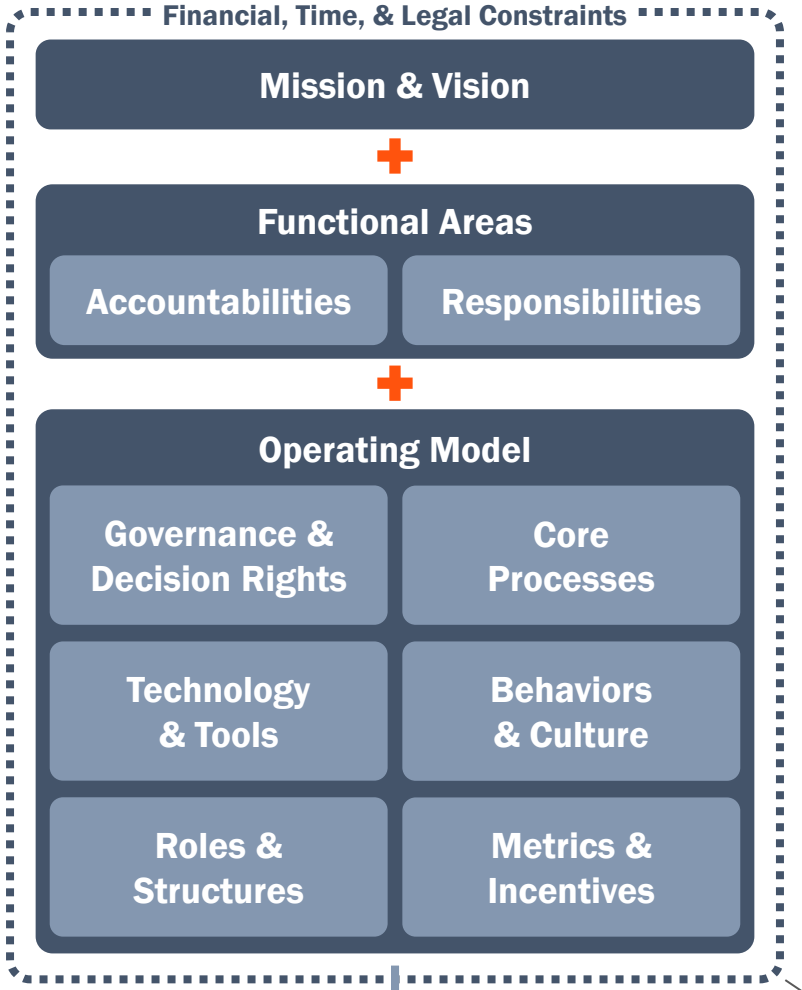
Discussion Questions

	Topic	Discussion Questions
1	**Updated Short / Near-Term RNM** (Slide 9)	Does the updated Short / Near-Term RNM effectively reflect your feedback? Are there any other refinements that should be considered at this stage?
2	**180-Day Plan** (Slide 20)	What feedback do you have on the activities and their respective timing in the 180-Day Plan? Are there any activities that we are missing?

Appendix

The RNM Framework

The Regional Network Management Framework



The **mission** (the RNM's purpose) and **vision** (what the RNM hopes to accomplish) serve as guiding principles for the Functional Areas and Operating Model within the RNM

The **Accountabilities** and **Responsibilities** define what activities within each functional area for which the RNM is responsible (vs. the Operators or MTC)

The **Operating Model** defines *how* the RNM will deliver its Accountabilities and Responsibilities

The **Financial, Time, & Legal Constraints** place boundaries on the Mission, Vision, Functional Areas, and Operating Model for the RNM

Benefits of 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 equity, livability, climate, and resiliency through a unified regional transit system that serves all Bay Area populations

Regionalization for each Functional Area was based on the identified Regionalization Considerations & Categories

Will regionalizing this accountability / responsibility…

1 Improve the customer experience

Such as:
- Reduce travel times
- Improve equity
- Simplify the user interface
- Enhance accessibility
- Increase affordability

and / or

2 Unlock efficiencies

Such as:
- Enable sharing of costs
- Generate economies of scale
- Reduce time spent on coordination activities
- Reduce duplicative efforts / activities
- Enable / attract funding

and / or

3 Be feasible

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

- Embed accessibility within each of the other functional area plans **(C/F)**
- Define a regional vision for paratransit operations **(C/F)**
- Identify improvements needs re: implementation of paratransit policies and requirements **(C/F)**
- Establish a regional implementation plan **(C/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 critical 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)**
- Draft changes to CTP guidelines to include identified regional transportation gaps in county planning process **(C/F)**

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

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

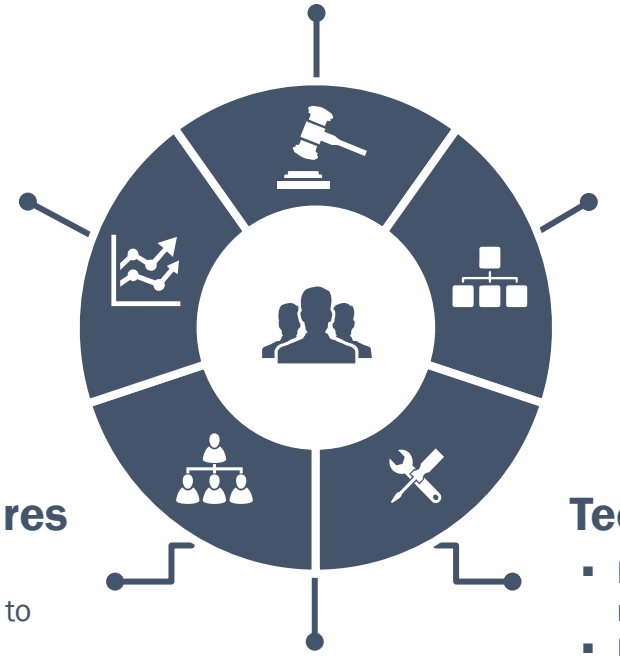
2) **Operator Role:** Operators will be highly involved in regional decision making, provide local stakeholder perspectives / needs, and implement regional policies

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)

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

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

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

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

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

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
- Provide a voice to key stakeholders to enable trust

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

Administrative / Operational Element

- Provide a dedicated staff and tools to enable execution and provide capacity support
- 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

These three elements can be delivered through several components

Regional Visioning Element

MTC RNM Committee: 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

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

Steering Element

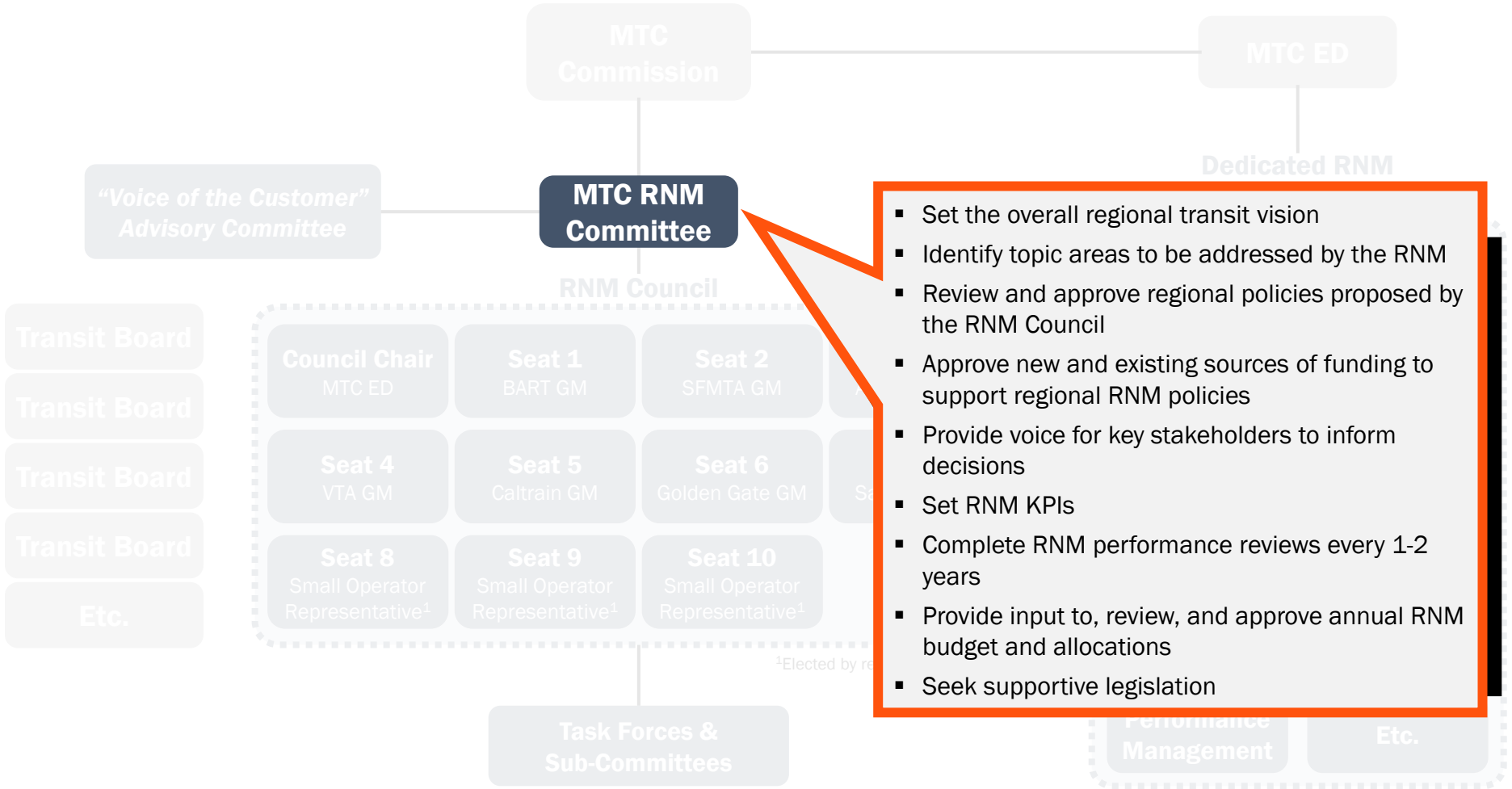
RNM Council: Council comprised GM-level Operator and MTC representatives who understand transit operations and can represent the interests of their stakeholders, make critical decisions on regional polices, and provide leadership

Administrative / Operational Element

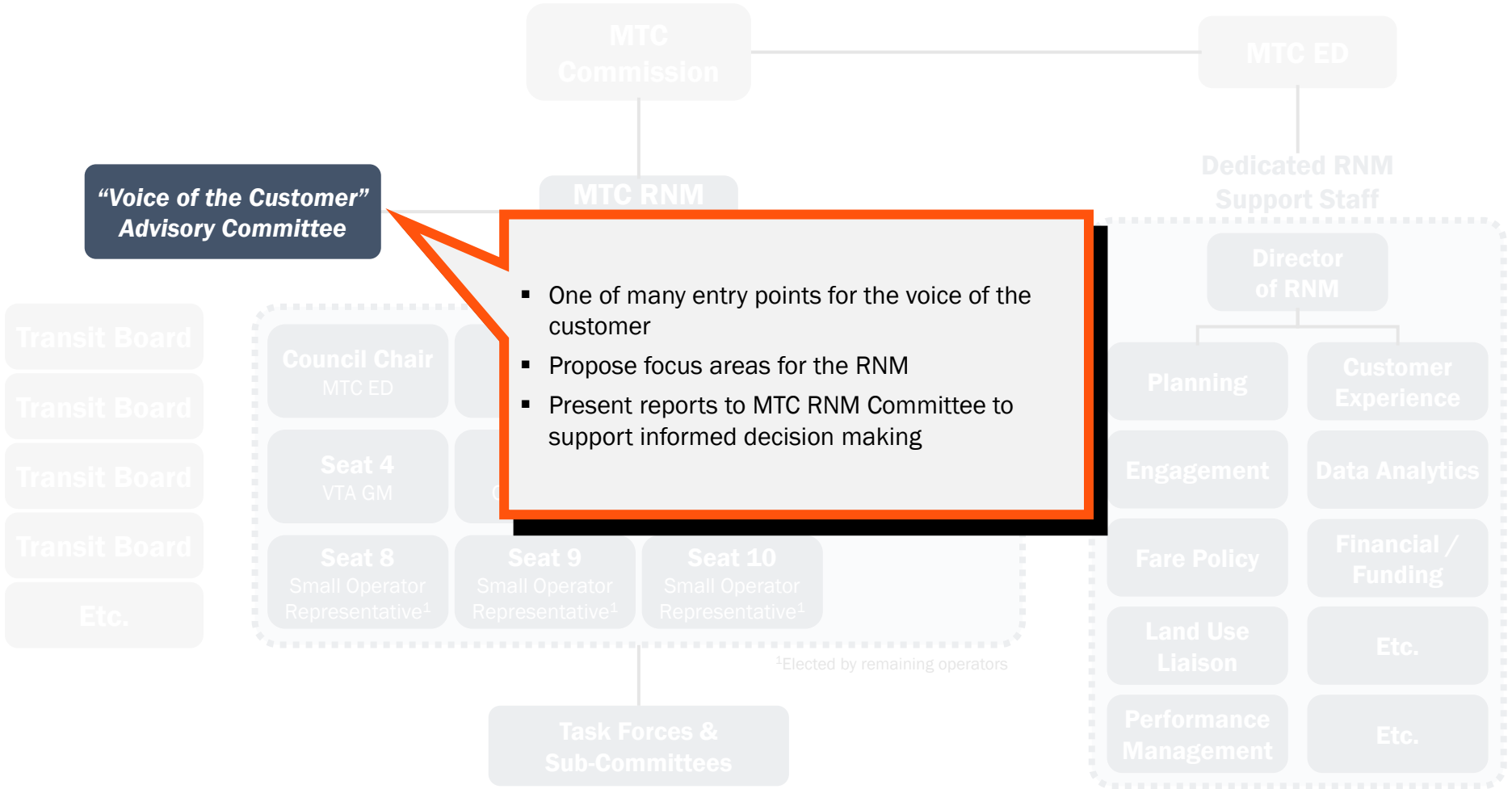
Dedicated RNM Support Staff: Group of dedicated staff (potential opportunity for seconded staff as well) with a broad range of capabilities and expertise to support the operations and analysis of the RNM

Task Forces & Sub-Committees: Temporary (Task Forces) or longer-term (Sub-Committees) 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 topics

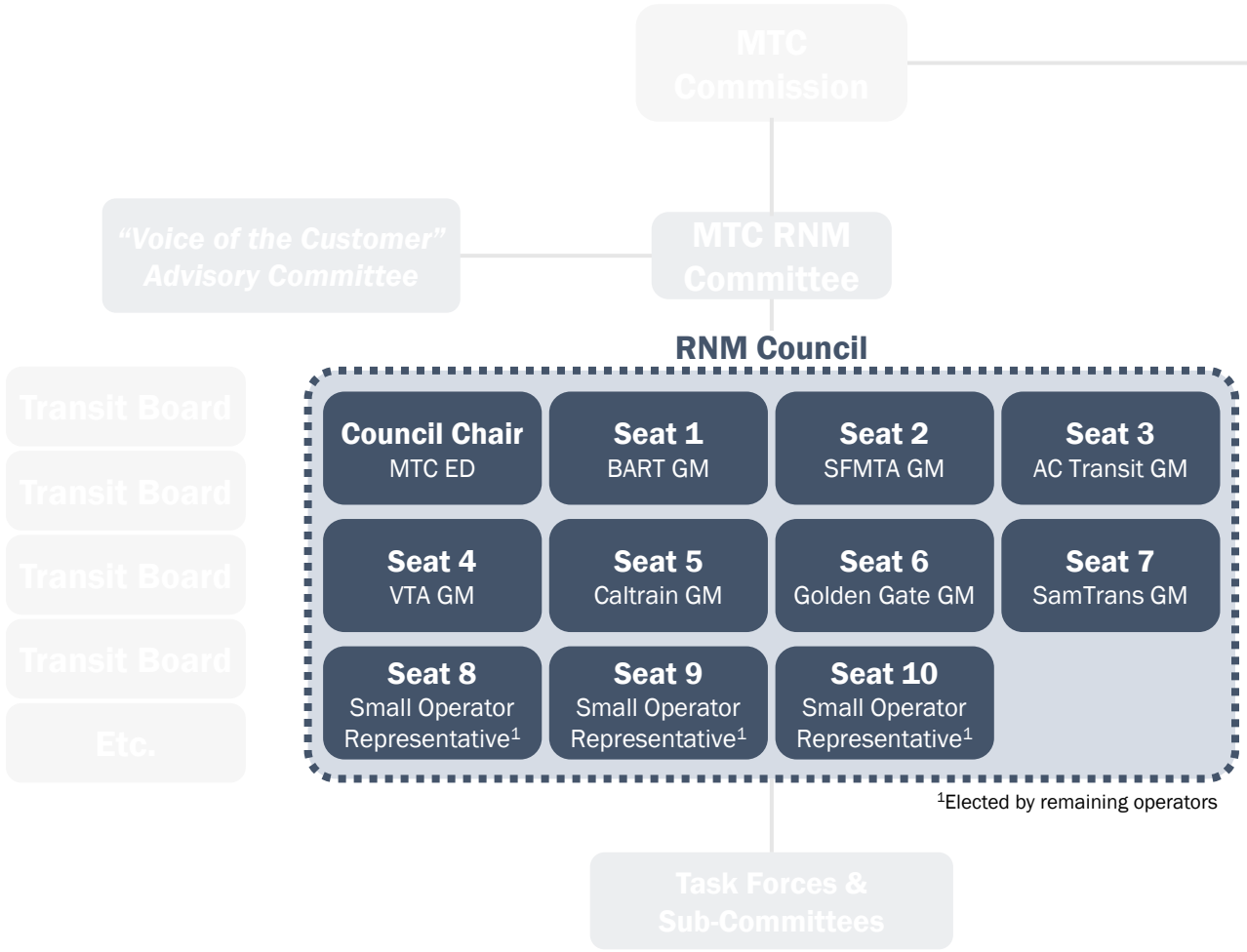
Proposed Short / Near-Term RNM



Proposed Short / Near-Term RNM

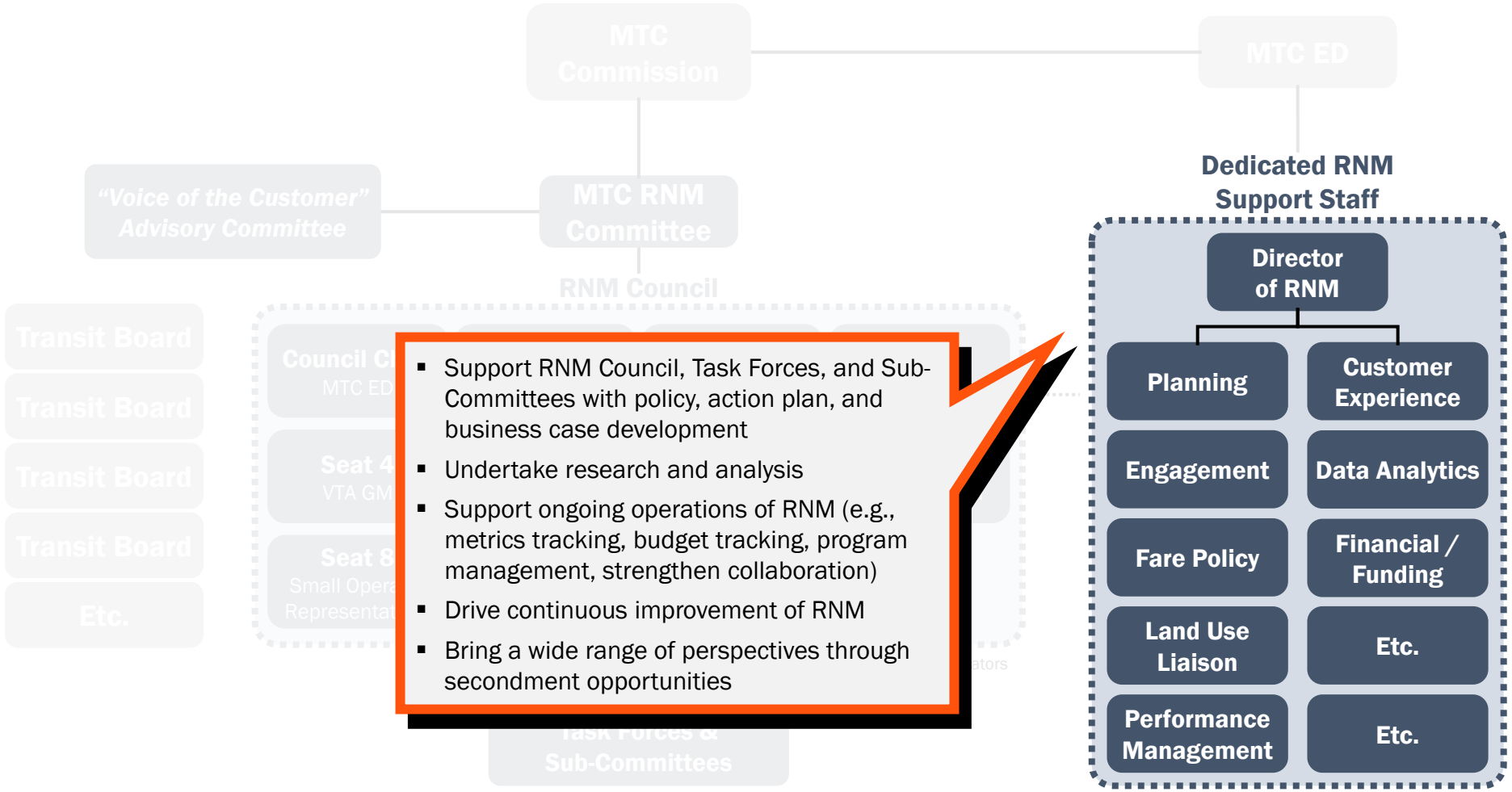


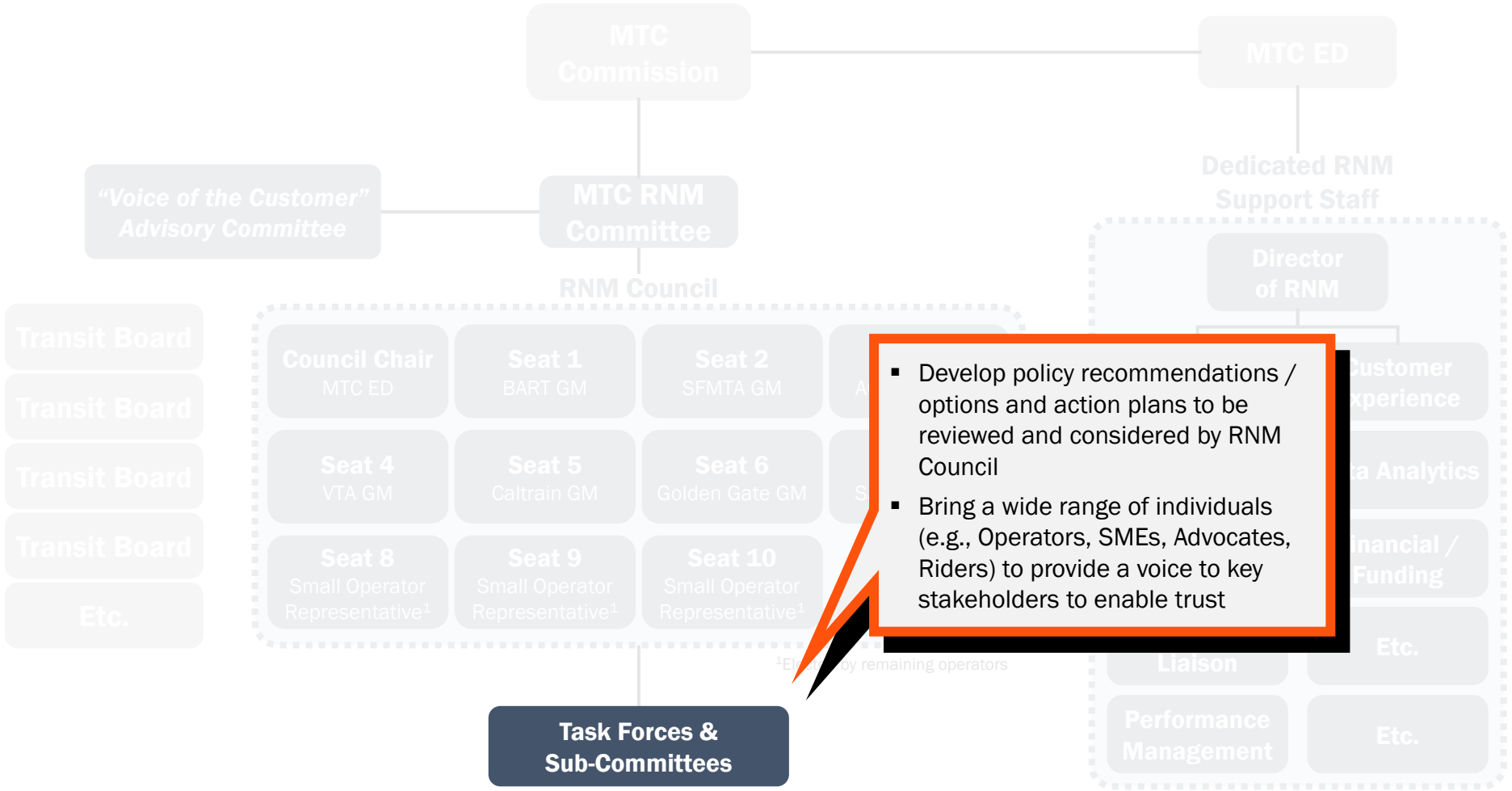
Proposed Short / Near-Term RNM



- Champion and advocate for regional priorities
- Provide consensus approval on policy recommendations (regional polices to then to be approved by MTC; local policies to then be approved by Operators)
- Establish Task Forces and Sub-Committees
- Guide the Dedicated Support Staff, Task Forces, and Sub-Committees on priorities and the development of policies and action plans
- Monitor and report RNM KPIs
- Propose annual RNM budget and allocations
- Recommend RNM continuous improvement initiatives
- Guide implementation of regional policies and initiatives

Proposed Short / Near-Term RNM



- Support RNM Council, Task Forces, and Sub-Committees with policy, action plan, and business case development
- Undertake research and analysis
- Support ongoing operations of RNM (e.g., metrics tracking, budget tracking, program management, strengthen collaboration)
- Drive continuous improvement of RNM
- Bring a wide range of perspectives through secondment opportunities

Proposed Short / Near-Term RNM