



Bay Area Metro Center  
375 Beale Street  
San Francisco, CA 94105

## Meeting Agenda

### Regional Network Management Council

*Robert Powers, Chair    April Chan, Vice Chair*

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Monday, April 28, 2025

11:30 AM

BART

2150 Webster Street, Board Room– 1st Floor  
Oakland, CA 94612

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The Regional Network Management Council is scheduled to meet at 11:30 a.m.

Meeting attendees may opt to attend in person for public comment and observation at BART, 2150 Webster Street, Board Room– 1st Floor, Oakland, CA 94612. In-person attendees must adhere to posted public health protocols while in the building. 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. 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.

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Members of the public may participate by phone or Zoom or may submit comments by email at [info@bayareametro.gov](mailto: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. All comments received will be submitted into the record.

Clerk: Wally Charles

**Roster****Robert Powers, Chair; April Chan, Vice Chair****Michelle Bouchard, Bill Churchill, Andrew Fremier, Carolyn Gonot, Kathleen Kelly, Julie Kirschbaum, Denis Mulligan, Seamus Murphy, and Nancy Whelan****1. Call to Order / Roll Call / Confirm Quorum**

*A quorum of the RNM Council shall be a majority of its voting members (6).*

**2. Consent Calendar**

- 2a.**    [25-0552](#)       Minutes of the January 27, 2025 Meeting
- Action:**            Approval
- Attachments:**    [2a\\_25-0552\\_01\\_27\\_25\\_RNMC Meeting Minutes](#)
- 
- 2b.**    [25-0630](#)       Regional Network Management Council Work Plan Progress Update  
(January-March 2025)
- Update on progress achieved towards the Regional Network Management Council's FY 2023-24 & 2024-25 Work Plan.
- Action:**            Information
- Presenter:**       Allison Quach, MTC
- Attachments:**    [2b\\_25-0630\\_1\\_Summary\\_Sheet\\_RNM\\_Council\\_Work\\_Plan\\_Update\\_FY25-Q3](#)  
[2b\\_25-0630\\_2\\_AttA\\_RNM\\_Council\\_Work\\_Plan\\_Update\\_FY25-Q3](#)  
[Item 2b Adina Levin RNMC Public Comment](#)

**3. Approval / Information**

- 3a.**    [25-0553](#)       Clipper START Pilot Update
- Update on the Clipper START Pilot and a proposal to transition to an ongoing fare product.
- Action:**            Endorsement
- Presenter:**       Thalia Leng, MTC and Lysa Hale, MTC
- Attachments:**    [3a\\_25-0553\\_1\\_SummarySheet\\_ClipperSTART\\_Update](#)  
[3a\\_25-0553\\_2\\_Presentation\\_ClipperSTART\\_Update](#)
- 
- 3b.**    [25-0556](#)       Clipper BayPass Pilot Update
- Update on the Clipper BayPass Pilot Program
- Action:**            Informational
- Presenter:**       William Bacon, MTC and Ryan Reeves, BART
- Attachments:**    [3b\\_25-0556\\_1\\_Summary\\_Sheet\\_Clipper\\_BayPass](#)  
[3b\\_25-0556\\_2\\_Presentation\\_ClipperBayPassUpdate.](#)

- 3c.**     [25-0554](#)           2023/2024 Regional Transit Passenger Snapshot Survey Update
- Information on the 2023/2024 Transit Passenger Snapshot Survey.
- Action:**           Information
- Presenter:**       Shimon Israel, MTC
- Attachments:**    [3c\\_25-0554\\_1\\_Summary\\_Sheet\\_Transit\\_Passenger\\_Snapshot\\_Survey.](#)  
[3c\\_25-0554\\_2\\_Presentation\\_Transit\\_Passenger\\_Snapshot\\_Survey.](#)
- 3d.**     [25-0555](#)           Regional Network Management (RNM) Performance Measures Update
- Informational update on the two-year review of transit Regional Network Management program progress.
- Action:**           Information
- Presenter:**       Allison Quach, MTC
- Attachments:**    [3d\\_25-0555\\_1\\_RNM\\_Performance\\_Measures\\_Update](#)  
[3d\\_25-0555\\_2\\_AttA\\_Presentation\\_RNM\\_Performance\\_Measures\\_Update](#)  
[3d\\_25-0555\\_3\\_AttB\\_RES-4564\\_approved](#)  
[3d\\_25-0555\\_4\\_AttC\\_RES-4648\\_approved.](#)  
[Item\\_3d\\_Seamless\\_Letter\\_RNMC\\_Public\\_Comment\\_.pdf](#)

#### **4. Director’s Report – Melanie Choy**

#### **5. Public Comment / Other Business**

*Council 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. Adjournment / Next Meetings**

*The next meeting of the Regional Network Management Council is scheduled to be held at 11:30 a.m. on Monday May 19th, 2025 at BAMC, 1st Floor Board Room, 375 Beale Street, San Francisco, CA 94105. 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](http://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 Título 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.

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



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 25-0552      **Version:** 1      **Name:**

**Type:** Minutes      **Status:** Consent

**File created:** 3/27/2025      **In control:** Regional Network Management Council

**On agenda:** 4/28/2025      **Final action:**

**Title:** Minutes of the January 27,2025 Meeting

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [2a 25-0552 01 27 25 RNMC Meeting Minutes](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
Minutes of the January 27,2025 Meeting

**Recommended Action:**  
Approval

**Attachments:**



Bay Area Metro Center  
375 Beale Street  
San Francisco, CA 94105

**Meeting Minutes - Draft**

**Regional Network Management Council**

*Robert Powers, Chair    April Chan, Vice Chair*

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Monday, January 27, 2025

11:30 AM

Board Room - 1st Floor

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The Regional Network Management Council Meeting is scheduled to meet at 11:30 a.m.

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+16699006833,,89107185761# US (San Jose)

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Detailed instructions on participating via Zoom are available at:  
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Clerk: Wally Charles

**Roster**

**Robert Powers, Chair; April Chan, Vice Chair**

**Michelle Bouchard, Bill Churchill, Andrew Fremier, Carolyn Gonot, Kathleen Kelly, Julie Kirschbaum, Denis Mulligan, Seamus Murphy, and Nancy Whelan.**

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

Millie Tolleson acted as a delegate and voting member of the Regional Network Management Council in place of April Chan. Attendance and Actions noted below as “Chan” were taken by Tolleson.

Sam Sargent acted as a delegate and voting member of the Regional Network Management Council in place of Member Bouchard. Attendance and Actions noted below as “Bouchard” were taken by Sargent.

Jennifer Mennucci acted as a delegate and voting member of the Regional Network Management Council in place of Denis Mulligan. Attendance and Actions noted below as “Mulligan” were taken by Mennucci.

Mike Gougherty acted as a delegate and voting member of the Regional Network Management Council in place of Seamus Murphy. Attendance and Actions noted below as “Murphy” were taken by Gougherty.

**Present:** 11 - Chair Powers, Vice Chair Chan, Council Member Bouchard, Council Member Churchill, Council Member Fremier, Council Member Gonot, Council Member Kelly, Council Member Kirschbaum, Council Member Mulligan, Council Member Murphy, and Council Member Whelan

**2. Consent Calendar**

**Upon the motion by Council Member Churchill and seconded by Council Member Bouchard, the Consent Calendar was unanimously approved. The motion carried by the following vote:**

**Aye:** 11 - Chair Powers, Vice Chair Chan, Council Member Bouchard, Council Member Churchill, Council Member Fremier, Council Member Gonot, Council Member Kelly, Council Member Kirschbaum, Council Member Mulligan, Council Member Murphy and Council Member Whelan

**2a.**     [25-0071](#)     Minutes of the November 16, 2024 Meeting

**Action:** Approval

**Attachments:** [2a\\_25-0071\\_1\\_2024\\_12\\_16\\_RNMCouncil\\_Minutes\\_Draft](#)

- 2b.** [25-0162](#) Regional Network Management Council Work Plan Progress Report
- Update on progress achieved towards the Regional Network Management Council's FY 2023-24 & 2024-25 Work Plan.
- Action:** Information
- Presenter:** Allison Quach, MTC
- Attachments:** [2b 25-0162 1 Summary Sheet RNM Council Work Plan Update FY25-Q2.](#)  
[2b 25-0162 2 AttA RNM Council Work Plan Update FY25-Q2](#)

### 3. Approval / Information

- 3a.** [25-0074](#) Update on Caltrans Directors Policy for Transit
- Informational update on Caltrans Directors Policy for Transit.
- Action:** Information
- Presenter:** Joshua Pulverman and Sergio Ruiz, Caltrans
- Attachments:** [3a 25-0074 1 Summary Sheet Caltrans Transit Policy](#)  
[3a 25-0074 2 Attachment A presentation Caltrans Transit Policy](#)
- The following individuals spoke on this Item:  
Adina Levin, Seamless Bay Area;
- 3b.** [25-0073](#) Mapping & Wayfinding - Project Update
- Informational update on the Regional Mapping & Wayfinding Project (RMWP).
- Action:** Information
- Presenter:** Gordon Hansen, MTC and Jumana Nabti, BART
- Attachments:** [3b 25-0073 1 Summary Sheet Mapping & Wayfinding - Project Update](#)  
[3b 25-0073 2 AttA Mapping & Wayfinding - Project Update v250115](#)
- The following individuals spoke on this Item:  
Hillary Brown, and Aleta Dupree.



**4. Director's Report – Melanie Choy**

The following individuals spoke on this Item:  
Adina Levin.

**5. Public Comment / Other Business**

The following individuals spoke on this Item:  
Adina Levin.

**6. Adjournment / Next Meetings**

The next meeting of the Regional Network Management Council is scheduled to be held at 11:30 a.m. on Monday February 24, 2025 at BART, 1st Floor Board Room, 2150 Webster Street, Oakland CA 94612. Any changes to the schedule will be duly noticed to the public.



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

<b>File #:</b>	25-0630	<b>Version:</b>	1	<b>Name:</b>	
<b>Type:</b>	Report	<b>Status:</b>		Informational	
<b>File created:</b>	4/11/2025	<b>In control:</b>		Regional Network Management Council	
<b>On agenda:</b>	4/28/2025	<b>Final action:</b>			
<b>Title:</b>	Regional Network Management Council Work Plan Progress Update (January-March 2025)				
	Update on progress achieved towards the Regional Network Management Council's FY 2023-24 & 2024-25 Work Plan.				
<b>Sponsors:</b>					
<b>Indexes:</b>					
<b>Code sections:</b>					
<b>Attachments:</b>	<a href="#">2b 25-0630 1 Summary Sheet RNM Council Work Plan Update FY25-Q3</a> <a href="#">2b 25-0630 2 AttA RNM Council Work Plan Update FY25-Q3</a> <a href="#">Item 2b Adina Levin RNMC Public Comment</a>				

Date	Ver.	Action By	Action	Result
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**Subject:**  
Regional Network Management Council Work Plan Progress Update (January-March 2025)

Update on progress achieved towards the Regional Network Management Council's FY 2023-24 & 2024-25 Work Plan.

**Presenter:**  
Allison Quach, MTC

**Recommended Action:**  
Information

**Attachments:**

# Regional Network Management Council

April 28, 2025

Agenda Item 2b

## Regional Network Management Council Work Plan Progress Update (January-March 2025)

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### **Subject:**

Update on progress achieved towards the Regional Network Management Council's FY 2023-24 & 2024-25 Work Plan.

### **Background:**

The RNM Council's FY 2023-24 & 2024-25 Work Plan was adopted by the RNM Council at its December 2023 meeting. Staff prepare progress reports on Work Plan activities for the RNM Council on a quarterly basis.

Attachment A includes a summary of activities that were completed between January and March 2025.

### **Issues:**

None Identified

### **Recommendation:**

None.

### **Attachments:**

- Attachment A: RNM Council FY 2023-24 & 2024-25 Work Plan Progress Report – FY25 Q3

# Regional Network Management Council FY 2023-24 & FY 2024-25 Work Plan

January-March 2025 Quarterly Progress Report (Prepared April 2025)

## RNM Council Work Plan Progress Update Summary

Category	Status	Progress Update
<b>RNM Council Management</b>		<ul style="list-style-type: none"> <li>Beginning process to develop the next work plan and developing approach for TAP update – will return for Council feedback.</li> <li>Preparing for consultant support for performance measure reporting.</li> </ul>
<b>Fare Integration<sup>1</sup></b>		<ul style="list-style-type: none"> <li>Developing next steps for the Clipper START pilot and a path to making it an ongoing fare product after FY25.</li> <li>Ongoing BayPass program management. Finalizing Phase 1 evaluation; will begin a pricing study.</li> <li>Interagency transfer pilot MOU circulating for approval; just one operator remains.</li> </ul>
<b>Customer Information</b>		<ul style="list-style-type: none"> <li>Completed installation of signs and maps at Santa Rosa prototype location and working towards installation at Powell Street. Conducting outreach at prototype locations to inform evaluation and pilot implementation.</li> <li>Continuing to develop approaches for real-time data, communications, and surveys.</li> </ul>
<b>Transit Network</b>		<ul style="list-style-type: none"> <li>Project kickoffs for BusAID projects with the City of San Jose, City of Union City, and SFMTA.</li> <li>Conducting outreach with agency partners on Regional Transit Priority Policy content.</li> <li>MTC adopted the Play Bay Area 2050+ Final Blueprint in January, and work is underway to develop implementation actions.</li> </ul>
<b>Accessibility</b>		<ul style="list-style-type: none"> <li>Started discussions with operator staff on implementation of ADA paratransit eligibility practices recommendations.</li> <li>Continuing discussions with operator staff to identify options for regional paratransit pilots.</li> </ul>
<b>Funding</b>		<ul style="list-style-type: none"> <li>Developing TAP/RNM funding plan update – will return for Council review.</li> <li>Discussions underway to refine enabling legislation</li> </ul>

<b>Table Legend</b>	Initial Discussions	Pilot/Program Launch
	Planning	Evaluation & Refinement

<sup>1</sup> Some Fare Integration activities overseen by the Fare Integration Task Force.

## Detailed RNM Activity Update – January-March 2025

Work Plan Item	Activity	Timeframe	Recently Completed Activities	Upcoming Activities
<b>RNM Council Management</b>				
RNM Standup Activities	<ul style="list-style-type: none"> <li>Develop and adopt FY 2023-24 &amp; FY 2024-25 Work Plan</li> <li>Develop and endorse RNM Council Charter</li> <li>Elect Chair and Vice Chair</li> </ul>	End of 2023	N/A - Complete	N/A - Complete
Transit Transformation Action Plan (TAP)	<ul style="list-style-type: none"> <li>Review TAP two-year status update</li> <li>Review and adopt an amendment to TAP</li> </ul>	Late 2023 to early 2024	Ongoing refinement and coordination to develop an approach to amend the TAP.	Ongoing refinement and coordination to develop an approach to amend the TAP.
RNM Performance Measures & KPIs	<ul style="list-style-type: none"> <li>Develop &amp; endorse RNM performance measures</li> </ul>	Early 2024	<p>RNM Council approved measures May 2024.</p> <p>Staff have been evaluating data that are readily available and preparing consultant support to report on performance measures.</p>	RNM Council to receive an update on performance measure efforts in April 2025.
RNM Council FY 2025-26 Work Plan	<ul style="list-style-type: none"> <li>Develop and adopt the FY 2025-26 RNM Council Work Plan</li> </ul>	Early to mid-2025	Staff have started discussions to develop a proposed work plan for FY 2025-26 and FY2026-27.	RNM Council to review the draft work plan.

Work Plan Item	Activity	Timeframe	Recently Completed Activities	Upcoming Activities
<b>Fares &amp; Payment</b>				
Clipper START	<ul style="list-style-type: none"> <li>Program refinements to increase awareness and participation</li> </ul>	2024-2025	Developing next steps for the Clipper START pilot, which currently ends after FY25.	If approved by the RNM Council and Committee, staff will begin transitioning Clipper START to an ongoing fare product and starting the Phase 2 evaluation.
<p><i>[Fare Integration Task Force (FITF) Activity]</i></p> <p>Clipper BayPass launch and expansion</p>	<ul style="list-style-type: none"> <li><i>Evaluate and contemplate extension of the Clipper BayPass Phase 1 pilot</i></li> <li><i>Launch BayPass Phase 2 Pilot to employers</i></li> <li><i>Explore expansion of products for the general public</i></li> </ul>	Ongoing	<p><i>Partnered with additional organizations as part of BayPass Phase 2 (10 contracts and 5 pending contracts).</i></p>	<p><i>Finalize Clipper BayPass Phase 1 Evaluation.</i></p> <p><i>Will soon start work on a BayPass pricing study.</i></p>
<p><i>[FITF Activity]</i></p> <p>No-cost/reduced-cost interagency transfers</p>	<ul style="list-style-type: none"> <li><i>Approve interagency transfer pilot MOU</i></li> <li><i>Program evaluation and recommendations</i></li> </ul>	Early 2024 to mid-2026	<p><i>MOU continues to circulate for transit operator adoption; only one operator has not adopted MOU as yet.</i></p>	<p><i>Coordination with Clipper on communications as part of customer information campaign. Will launch pilot with Next Generation Clipper.</i></p>
<p><i>[FITF Activity]</i></p> <p>Refine vision for common fare structure for regional transit</p>	<ul style="list-style-type: none"> <li><i>Refine the vision and develop next steps</i></li> </ul>	TBD	<p><i>Continuing to develop an approach and draft scope of work. Staff to develop proposal for concepts to advance a regional fare cap/pass that will be available to the public.</i></p>	<p><i>Staff will bring scope of work for feedback.</i></p>

Work Plan Item	Activity	Timeframe	Recently Completed Activities	Upcoming Activities
<b>Customer Information</b>				
Prototypes and pilots for regional mapping & wayfinding signage	<ul style="list-style-type: none"> <li>• Mapping &amp; Wayfinding prototypes</li> <li>• Final Wayfinding Standards</li> <li>• Expand implementation throughout the region, including pilots</li> </ul>	Standards refinement in 2024; implementation in 2024 and beyond	Installation of prototype signs and maps completed at Santa Rosa Transit Mall and Downtown SMART Station in January 2025. Conducting outreach at prototype locations to inform evaluation.  Completed site visits at pilot locations.	Complete temporary prototype installation at Powell St. in San Francisco. Synthesize public feedback from prototypes and release Version 1 of Regional Wayfinding Design Guidelines.  Document existing conditions at pilot sites and make recommendations for new signage.
Availability and reliability of regional real-time transit data	<ul style="list-style-type: none"> <li>• Availability and reliability of real-time transit data feeds (GTFS-RT)</li> <li>• Identify opportunities to improve real-time information</li> </ul>	2024-2025	N/A	Staff will be developing approaches and return for RNM Council feedback.
Strategic/ cohesive communications	<ul style="list-style-type: none"> <li>• Improve responsiveness and regional cooperation in communications to riders</li> </ul>	Ongoing	Ongoing coordination with transit operator partners for coordinated communications on initiatives, including Mapping & Wayfinding prototypes and coordinated schedule changes (“Big Sync”).	Continued efforts to advance coordinated communications, including Clipper BayPass recruitment, Next Generation Clipper preparations and another regional ridership communications effort (All Aboard Bay Area Transit).
Coordinated customer experience surveys	<ul style="list-style-type: none"> <li>• Implementation of a regional transit rider experience survey</li> </ul>	2024-2025	Staff presented preliminary Snapshot Survey findings to the RNM Committee in February and Customer Advisory Group in March.	RNM Council to receive presentation in April. Staff will be preparing more detailed analyses and developing dashboards for data exploration.

Work Plan Item	Activity	Timeframe	Recently Completed Activities	Upcoming Activities
<b>Transit Network</b>				
Transit priority implementation	<ul style="list-style-type: none"> <li>• Bus Accelerated Infrastructure Delivery (BusAID) program draft scoring and funding recommendations</li> </ul>	Early to mid 2024	<p>Project kickoffs with three BusAID project sponsors (City of San Jose, City of Union City, SFMTA).</p> <p>IDEA TSP scopes of work finalized and DBE goals approved.</p>	<p>Staff will monitor BusAID project sponsor progress in delivery of projects, per funding agreements.</p> <p>Procure consultants for IDEA TSP projects.</p>
Regional Transit Priority Policy	<ul style="list-style-type: none"> <li>• Development of a Regional Transit Priority Policy</li> <li>• Implementation of the Regional Transit Priority Policy</li> </ul>	2024	Conducting outreach with agency partners on proposed Policy content.	Will return to RNM bodies in mid 2025 to obtain input on draft Policy text.
Transit 2050+	<ul style="list-style-type: none"> <li>• Transit project performance assessments</li> <li>• Recommended transit network</li> </ul>	Early to mid 2024	MTC adopted the Plan Bay Area 2050+ Final Blueprint in January 2025, and staff have been working to draft implementation actions to advance identified strategies.	<p>Staff will review stakeholder feedback and refine implementation actions.</p> <p>Ongoing work to prepare Transit 2050+ Supplemental Report and Network Performance Assessment.</p>



Work Plan Item	Activity	Timeframe	Recently Completed Activities	Upcoming Activities
<b>Accessibility</b>				
Standardize paratransit and Clipper RTC eligibility practices	<ul style="list-style-type: none"> <li>• Adopt standardized eligibility practices</li> </ul>	Early 2024	<p>ADA paratransit eligibility practices report was presented to the RNM bodies in late 2024. Project staff have started discussions with transit operator staff to prioritize recommendations for implementation.</p> <p>Clipper RTC policy recommendations were adopted by the Clipper Executive Board and implemented earlier in 2024.</p>	Continue discussions with operator staff for implementation of standardized ADA paratransit eligibility practices.
Improve regional paratransit trips	<ul style="list-style-type: none"> <li>• Identify one-seat ride (OSR) pilot opportunities</li> </ul>	2024	<p>Project staff are continuing discussions with transit operator staff to identify options for pilot service.</p> <p>Prepared RFP for pilot evaluation and circulated to Caltrans for approval of DBE goals.</p>	<p>Will bring pilot proposals to RNM Council and other stakeholders for feedback before implementation.</p> <p>Will soon issue an RFP to procure a consultant to conduct evaluations of the pilot projects.</p>
	<ul style="list-style-type: none"> <li>• Cost-sharing agreements and regional standards/ policies for paratransit transfer trips</li> </ul>	2024-25	Not started.	N/A

Work Plan Item	Activity	Timeframe	Recently Completed Activities	Upcoming Activities
<b>Funding</b>				
Develop strategies to fully fund TAP initiatives	<ul style="list-style-type: none"> <li>• Prioritize the use of limited funding to advance RNM initiatives</li> <li>• Identify opportunities for ongoing funding for priority programs</li> </ul>	Ongoing	Ongoing administration of funds for TAP/RNM initiatives.	Staff are working to prepare a funding update on TAP/RNM initiatives.
Advocacy for funding	<ul style="list-style-type: none"> <li>• Facilitate cooperative activities to support ongoing advocacy to secure funding for transit throughout the region.</li> </ul>	Ongoing	MTC conducted polling for a potential 2026 transportation tax measure in January 2025. MTC also is seeking to preserve state and federal funding commitments.	MTC has been continuing to work with stakeholders and legislators to refine enabling legislation to authorize a transportation funding measure in 2026.

To the Regional Network Management Council,

Thank you for the updates on many areas of progress on the Regional Transit Transformation Action Plan.

Here are few specific comments on workplan items:

1) With regard to coordinated communication, it is good to see the items on the "Big Synch" schedule coordination and NextGen Clipper rollout. In these items, it will be helpful to have a single view of the schedule coordination improvements as this is persuasive for the public to show that the region's transit system is working together. With regard to the NextGen Clipper rollout, it would be useful to have a multi-agency strategy to roll out Open Payment with a focus on tourism, recreation and entertainment, since this is a powerful opportunity to increase transit riders among travellers and infrequent transit users.

2) With regard to the Clipper START pilot and the incorporation of Fare Integration Task Force scope into RNM Council, please list the initiative that has been discussed at previous public meetings to enable riders to access discounts for low-income, seniors, etc when paying with credit/debit/prepaid cards.

3) In developing approaches for real-time data, please include a practice area to bring agencies up to speed in publishing accessibility data. According to a recent report, this data is very inconsistent, and reduces the potential accessibility of bay area transit

<https://www.seamlessbayarea.org/blog/2024/11/8/improving-accessibility-across-bay-area-transit>

Thank you for your consideration,

- Adina

Adina Levin

Executive Director

Seamless Bay Area

<https://seamlessbayarea.org>

650-646-4344





# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 25-0553      **Version:** 1      **Name:**

**Type:** Report      **Status:** Committee Approval

**File created:** 3/27/2025      **In control:** Regional Network Management Council

**On agenda:** 4/28/2025      **Final action:**

**Title:** Clipper START Pilot Update

Update on the Clipper START Pilot and a proposal to transition to an ongoing fare product.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [3a 25-0553 1 SummarySheet ClipperSTART Update](#)  
[3a 25-0553 2 Presentation ClipperSTART Update](#)

Date	Ver.	Action By	Action	Result
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**Subject:**

Clipper START Pilot Update

Update on the Clipper START Pilot and a proposal to transition to an ongoing fare product.

**Presenter:**

Thalia Leng, MTC and Lysa Hale, MTC

**Recommended Action:**

Endorsement

**Attachments:**

# Regional Network Management Council

April 28, 2025

Agenda Item 3a

## Clipper® START Pilot Update

---

### **Subject:**

Update on the Clipper® START Pilot and a proposal to transition the Pilot into an ongoing fare product.

### **Background:**

MTC, together with transit operators and community partners, is working to build a simpler regional transit fare system that supports the financially burdened rider, by removing fare-related barriers to using public transit experienced by people earning lower incomes. These barriers were assessed in MTC's 2016 Regional Means-Based Transit Fare Pricing Study that led to the 2018 Regional Means-Based Transit Fare Pilot Program Framework (adopted by MTC in Resolution No. 4320). The 2018 Framework defined the policy and operational parameters of the Pilot (later branded as Clipper® START) to address affordability for residents earning a lower income. The 2018 Framework outlined the basic tenants of the Pilot including voluntary operator participation, minimum discounts of 20% per trip off the adult fare, partial funding subsidies to offset discounts offered, and an evaluation of the Pilot to determine performance.

Participating transit agencies in 2018 included four operators: Bay Area Rapid Transit, Caltrain, Golden Gate Bridge, Highway and Transportation District, and the San Francisco Municipal Transportation Agency. Clipper® START was launched in July 2020 at the start of the COVID-19 pandemic in the midst of public health lockdowns. MTC leadership remained committed to continuing the Pilot to serve essential workers/riders and to learn who was benefiting from the program through this lifeline service.

An additional 17 transit operators joined the program in August 2020, bringing the number of Clipper® START operators to 21 (out of 22 Clipper® system transit agencies), with transit operators discounts ranging from 20-50% per trip off the adult fare (in addition to any existing Clipper® discounts).

In June 2023, an evaluation was completed that revealed the Pilot was reaching customers with lower incomes, who had taken over 1.5 million trips since the inception of the Pilot but needed additional time to achieve optimal success and increase the program participation rate. This

evaluation led to an extension of the Clipper® START Pilot to June 30, 2025, allowing for additional time to increase product uptake through redesigning the marketing and outreach strategy, coordination with the Santa Clara Valley Transportation Authority (VTA) to join the program to achieve participation by all operators that accept Clipper®, and to standardize the Clipper START discount at 50% for all participating transit systems. The extension also allowed the Clipper® START Pilot to closely coordinate its goals with other MTC means-based initiatives including Express Lanes START and a future State Route 37 tolling discount program in an effort to continually address barriers, enhance awareness, and expand/streamline enrollment for MTC means-based initiatives.

**Measuring Success:**

With the pivotal changes that took place after the last extension, the Pilot has seen significant success and today is meeting its original goals. Specifically, the Pilot is:

- Making transit more affordable for transit-reliant individuals earning a lower income. Since 2020, Clipper® START has steadily increased enrollment. Pivotal progress was made in 2024, after all operators began participating with a uniform 50% discount and enrollment increased significantly. From the launch of the Pilot in May 2020 through December 2023, there was a total of 26,700 Clipper® START enrollees. In 2024, the number of enrollees has increased to 47,200 enrollees, which is a 77% increase in enrollment. Though staff recognizes the need to continue to increase enrollment, this number continues to rise month to month.
- Developing implementation options that are financially viable and administratively feasible on the Clipper system. MTC supports Clipper® START with up to \$8 million dollars annually of State Transit Assistance (STA) funds (generated by a sales tax diesel fuel) and is currently supplemented by additional funding of up to \$4.5 million per year from the Low Carbon Transit Operations Program (LCTOP). Program administration and marketing costs total approximately \$1-\$1.5 million dollars per year, and MTC reimbursements to operators are estimated at approximately \$4 million dollars over next the next twelve months. This steady funding stream and predictable administrative costs provide a financially viable path for MTC to continue to reimburse transit operators for

half of the 50% fare discount. This funding is expected to sustain Clipper® START for several years at current enrollment rates; fiscal viability and additional funding sources will be continued to be assessed as Clipper® START continues.

- Offering a consistent regional standard fare discount. As of January 2024, all 22 operators are participating in Clipper® START with a uniform 50% discount, achieving the goal of a comprehensive and cohesive regional means-based fare discount product and leading to increased participation in the Pilot.

**Request for Transition of Pilot to an Ongoing Fare Product:**

The Pilot is set to end on June 30, 2025. With the accomplishment of the original goals described above, staff are requesting to transition the Clipper® START Pilot to an ongoing fare product.

A new MTC Resolution 4714 proposes the following framework:

- Clipper® START Pilot to be an ongoing fare product.
- Institutionalize the operator fare subsidy approach based on reimbursement model currently utilized, including the reimbursement of operators through a Master Funding Agreement Supplement.

Clipper® START staff have worked with participating transit agencies to confirm support of these modifications.

**Next Steps:**

Staff recommends transitioning the Clipper® START Pilot to an ongoing fare product offered on the Clipper® system, with the proposed modifications to the current Framework. If forwarded by the MTC Regional Network Management (RNM) Committee to the full Commission and approved by the Commission later this spring, staff will need to adopt a new Master Funding Agreement Supplement with transit operators and extend the contracts of the eligibility verifier in the near term. In addition, staff will continue to:

- Continually improve program operations including initiating a second phase of evaluation to track performance
- Coordinate goals of Clipper START with other regional means-based initiatives in an effort to streamline enrollment process, improve customer service, enhance awareness, and maximize technology opportunities



- Staff will also work with participating transit agencies to secure Board approvals to extend their participation in the pilot, as well as comply with Title VI requirements, if applicable.

**Issues:**

While there is general agreement between MTC and agency staff to transition the Pilot to an ongoing fare product, each agency's program participation is subject to their respective governing board approval and other formal actions, such as any required federal Title VI evaluation.

**Recommendation:**

Endorse the transition of the Clipper® START from a Pilot to an ongoing fare discount product offered through Clipper.

**Attachments:**

- Attachment A: Presentation



# Clipper START Pilot Update

Proposal to Transition to an Ongoing Fare Program

RNM Council April 28, 2025

Agenda Item 3a – Attachment A



# Agenda

1. Overview
2. Clipper START Ongoing Improvements
3. Funding and Operations
4. Recommendations
5. Timeline



Photo Credit



# Clipper START Overview



Pilot Program: July 2020- June 2025



Since January 2024: 50% discount offered by all operators on Clipper



Discount subsidized jointly by MTC and transit agencies/operators



Centrally administered on Clipper

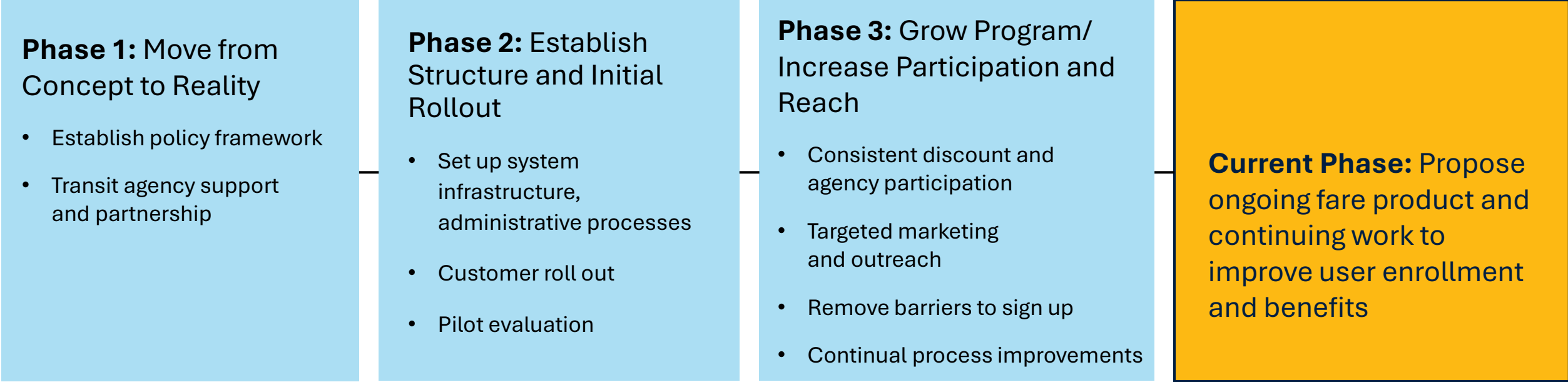


Participant Eligibility: Adult (19-64) riders at/below 200% Federal Poverty Level



Discount applied to single-ride adult fare

# Overview of the Development of a Means-Based Discount

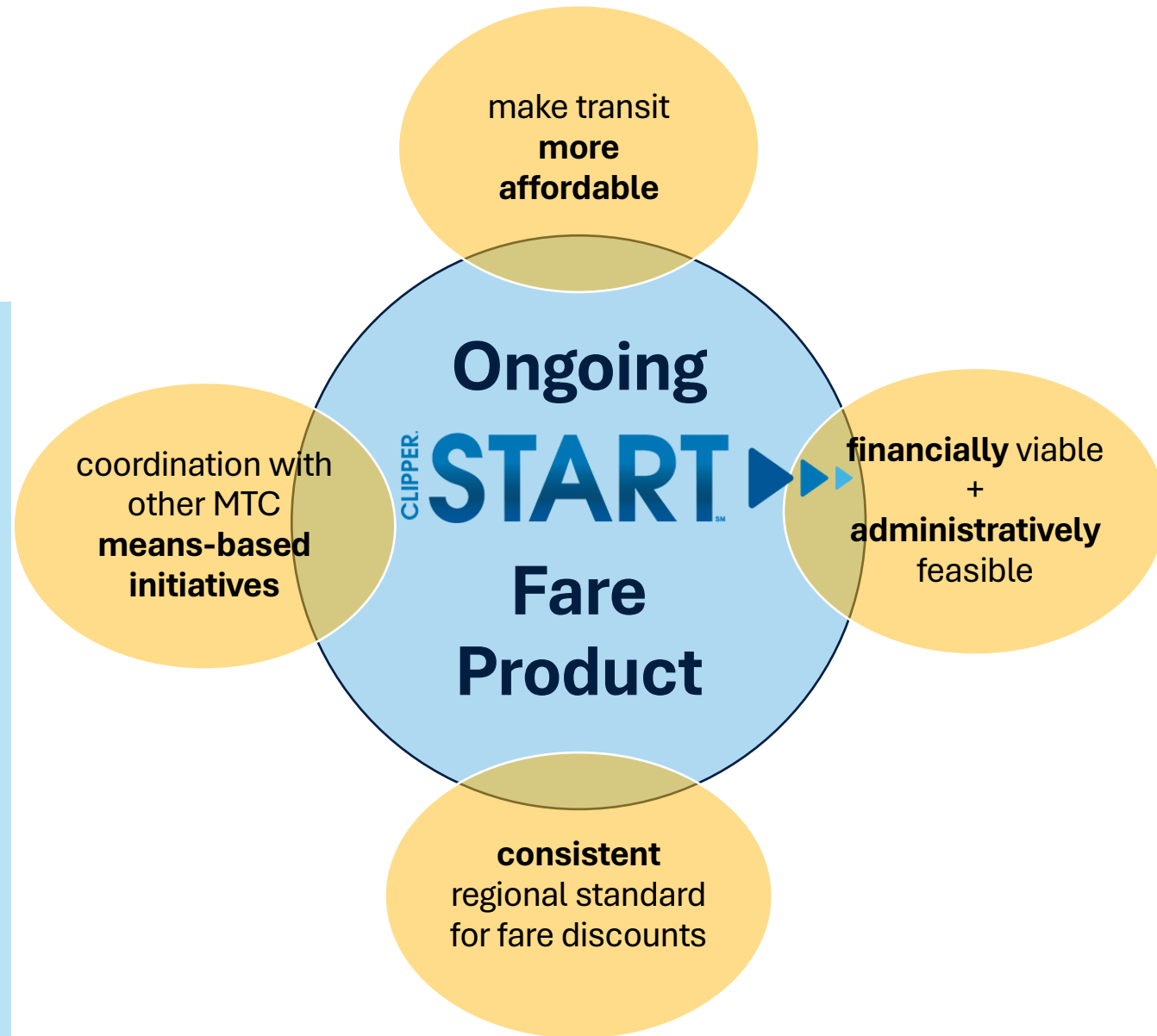


# Overview

Why is now the time to transition from a pilot to ongoing fare product?

## Pilot Original Goals

- ✓ **Make transit more affordable to individuals earning low-income** (increased enrollment almost doubled enrollment since Jan 2024)
- ✓ **Develop implementation options that are financially viable and administratively feasible** (program has stable funding stream and administration)
- ✓ **Move towards a more consistent regional standard for fare discounts** (all operators are participating with a uniform discount + coordination with other means-based initiatives)

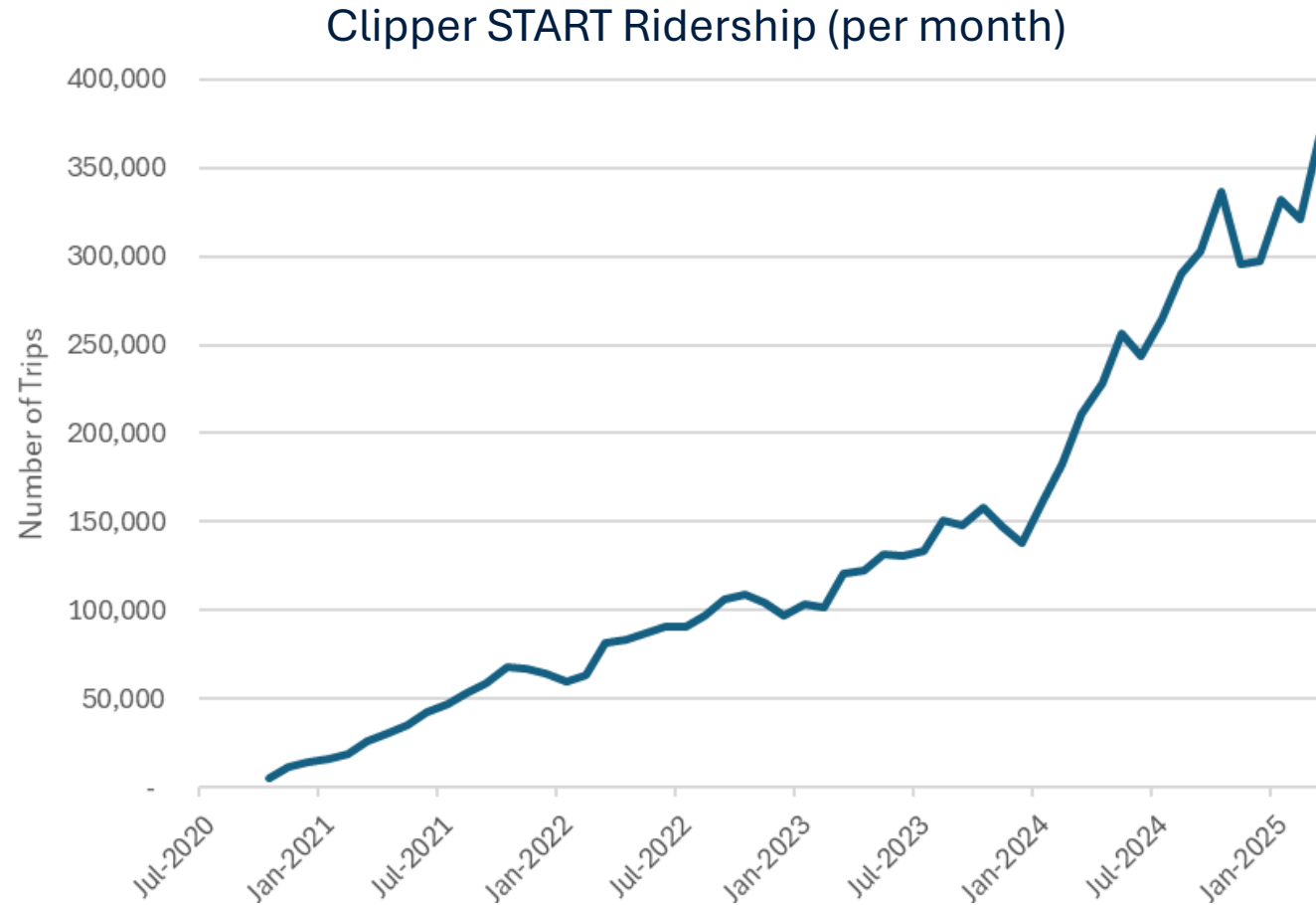


# Key Pilot Statistics

**51.4K**  
**Program Enrollees**  
**+82% in 2024**

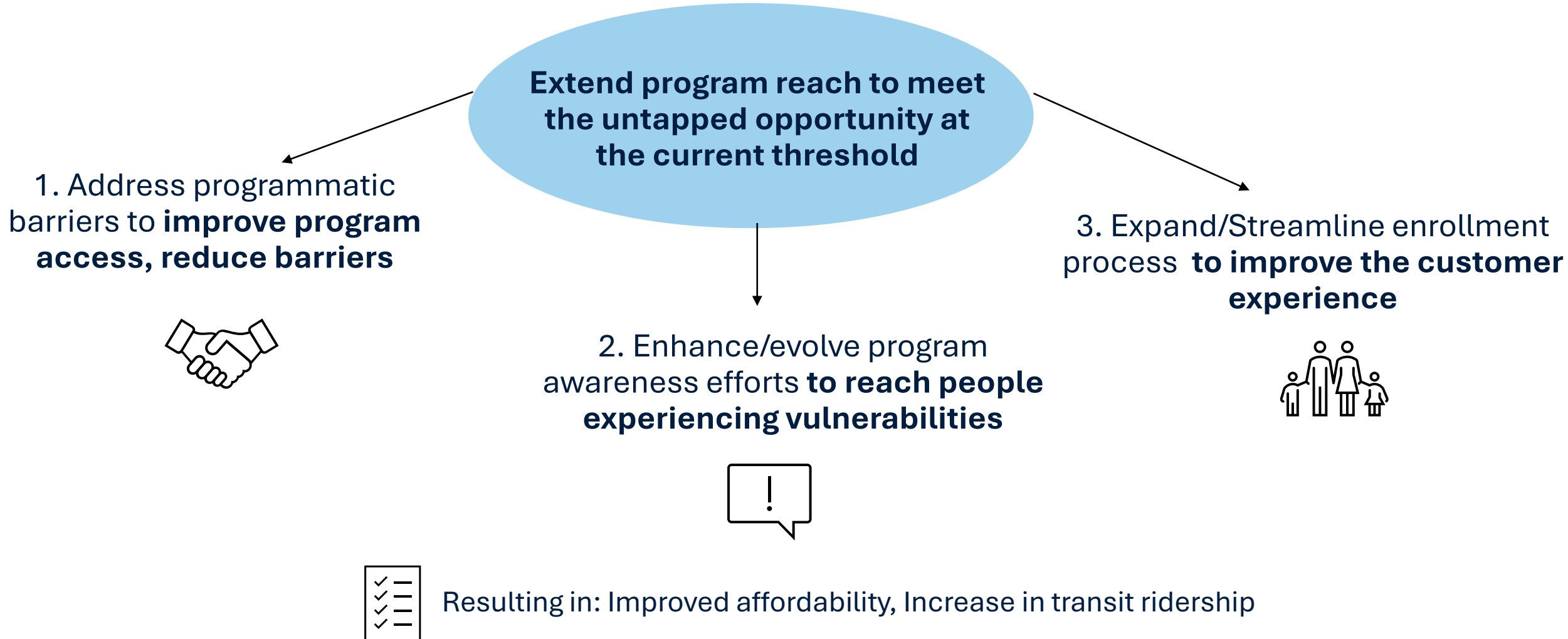
**6,413,650 Total Trips Taken**  
**+94% in 2024**

**1,597,994 Transfers**  
**+103% in 2024**



*Program enrollee, trip, and transfer data updated through Feb 2025*

# Ongoing Improvements: Means-Based Programs





# Ongoing Improvements

## Performance Tracking

- Initiating Phase 2 Clipper START Evaluation

## Customer Service Improvements

- Continue to streamline eligibility verification
- Renew verification and customer service contract to include live customer service staff to respond to questions and issues

## Leveraging of Technologies

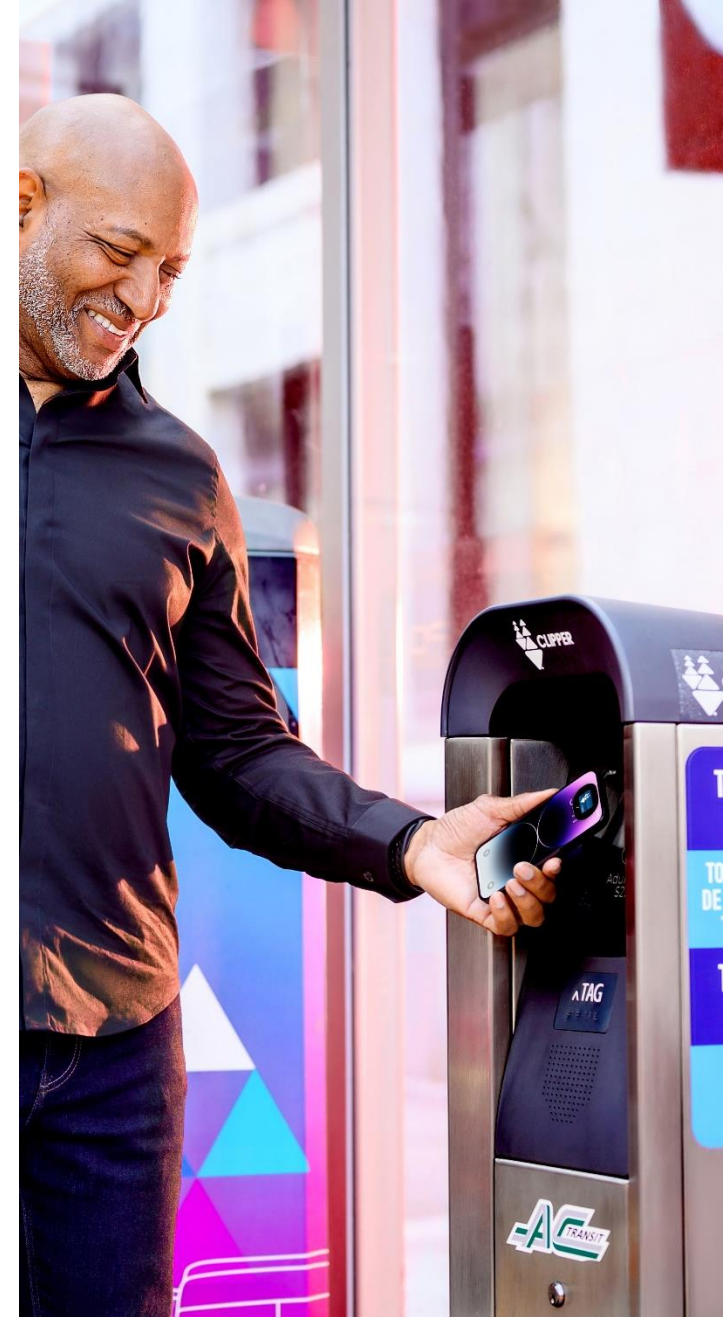
- NextGen Clipper
- California Department of Technology (CDT) Integration



# Ongoing Improvements

## Marketing & Awareness

- Ongoing marketing campaigns that include:
  - Social Media
  - Digital Ads
  - Transit shelter Ads (in key locations)
  - Direct Mail
- Continue and expand contracts with CBOs increase awareness and serve as a walk-in info and assistance centers
- Coordinate with County Human Service Agencies to promote program
- Address barriers on cash only transit users by expanding vendor network of retailers where riders can put cash on Clipper card



## Funding & Program Costs

MTC Res. 4321 prioritizes up to \$8 million/year in STA funds for Clipper START + LCTOP funds as available

Funding used for operational and operator fare subsidy expenses



**~\$4 million / year**

Projected reimbursements to operators over next 12 months



**~\$1-1.5 million / year**

Operational + Program Development Costs (Customer Service Center, Participant Verification, and Marketing/Communications)

## Operator Fare Subsidy Approach

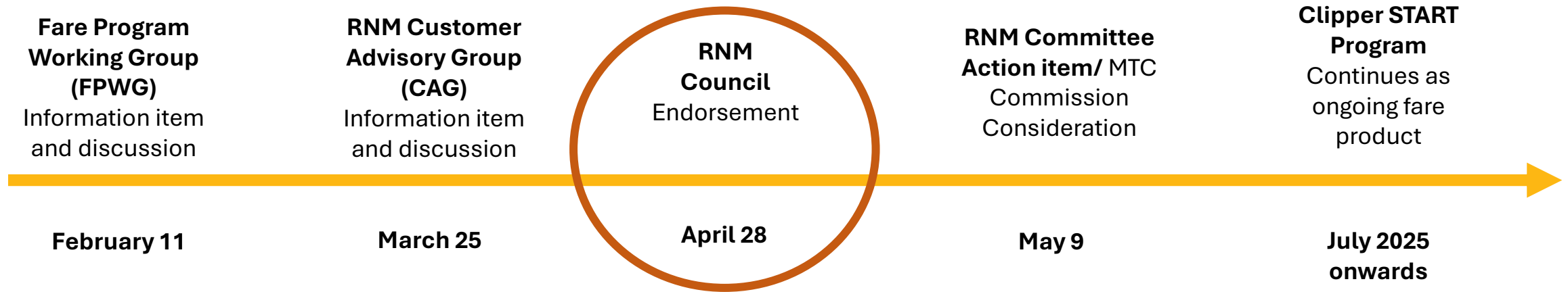
Annual reimbursement payments to operators for half of 50% fare discount

Subsidy approach based on model currently utilized in FY 2023-24 & 2024-25, which reimburses operators through a Master Funding Agreement Supplement

# Proposed Recommendation

Current Framework (MTC Res. 4320):		Proposed Ongoing Framework (MTC Res. 4714)
Pilot Program: July 2020- June 2025	→	Transition the Clipper START Pilot to an ongoing fare product delivered on Clipper, consistent with pilot program's business rules and user experience
Since January 2024: 50% discount offered by all operators on Clipper	✓	No change – 50% discount continues
<b>Discount subsidized jointly by MTC and transit agencies/operators</b>	→	<b>+ Institutionalize MTC's fare subsidy approach that reimburses operators through a Master Funding Agreement Supplement</b>
Operator participation in Clipper START is voluntary; currently all operators on Clipper system participate	✓	No change
Participant Eligibility: Adult (19-64) riders at/below 200% Federal Poverty Level	✓	No change
Discount applied to single-ride adult fare	✓	No change
<b>Title VI operator responsibility</b>	→	<b>Title VI remains transit operator responsibility with MTC in support role</b>

# Timeline



**Thank You**





# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 25-0556      **Version:** 1      **Name:**

**Type:** Report      **Status:** Informational

**File created:** 3/27/2025      **In control:** Regional Network Management Council

**On agenda:** 4/28/2025      **Final action:**

**Title:** Clipper BayPass Pilot Update

Update on the Clipper BayPass Pilot Program

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [3b 25-0556 1 Summary Sheet Clipper BayPass](#)  
[3b 25-0556 2 Presentation ClipperBayPassUpdate.](#)

Date	Ver.	Action By	Action	Result
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**Subject:**

Clipper BayPass Pilot Update

Update on the Clipper BayPass Pilot Program

**Presenter:**

William Bacon, MTC and Ryan Reeves, BART

**Recommended Action:**

Informational

**Attachments:**

# Regional Network Management Council

April 28, 2025

Agenda Item 3b

## Clipper BayPass Pilot Update

---

### **Subject:**

Project staff will present a progress and financial update on the Clipper BayPass Pilot Program.

### **Background:**

In November 2021, the Fare Integration Task Force adopted the Fare Policy Vision Statement directing staff to pilot a regional institutional pass product. In August 2022, the first phase of the Clipper® BayPass pilot was launched to pilot an unlimited-use product at four higher education institutions – the University of California, Berkeley (UC Berkeley), San Francisco State University (SFSU), San Jose State University (SJSU), and Santa Rosa Junior College (SRJC) – and at 12 MidPen affordable housing properties. The pilot included a randomized controlled trial that analyzed the impact of Clipper® BayPass among students at three large universities with a combined student population of approximately 100,000.

The Clipper® BayPass team is currently working to transition Phase 1 Pilot institutions (educational institutions and affordable housing) into self-funded Clipper® BayPass organizational customers (i.e. no longer receiving Clipper® BayPass for free under the Phase 1 funded Pilot) and the Phase 2 Pilot is selling the Clipper® BayPass to interested organizations. MTC currently has contracted with eleven organizations and has five pending contracts, as well as a pipeline of interested organizations. As of March 2025, over two million trips were taken with the Clipper BayPass Phase 2 Pilot transit pass at participating organizations.

### **Issues:**

None identified.

### **Recommendations:**

Information

### **Attachments:**

Attachment A: PowerPoint





# Clipper BayPass Updates

RNM Council - April 28, 2025

Agenda Item 3b

Attachment A



**Unlimited regional transit pass for rides on all bus, rail and ferry services in the Bay Area - anytime, anywhere**



\*Excludes SFMTA Cable Cars

**Phase 1: Pilot with University Students and Affordable Housing Residents**

Randomized Control Trial with Regional Funding

2022-2025

**Phase 2: Pilot with Employers, Transportation Management Associations and Property Managers**

Funded by Employer or Institution

2024-2027

# Clipper BayPass Pilot Phase 1

## *Status Update*



- Randomized Control Trial (RCT) with regional funding
- Pilot program operating through June 30, 2025
- BayPass team is working to convert Phase 1 Pilot institutions (educational institutions) into paid Clipper BayPass organizational customers *for all students*



# Phase 2 – Clipper BayPass Goals



Selling a new unlimited regional transit fare product to institutions for up to 80,000 total participants (excluding Phase 1 conversions)

## Key Objectives:

- Generating new riders and growing ridership
- Broadening access to institutional programs
- Evaluating and managing impacts to transit operator revenues, especially for operators with existing institutional pass programs
- Gathering data to inform the development of any potential post-pilot program



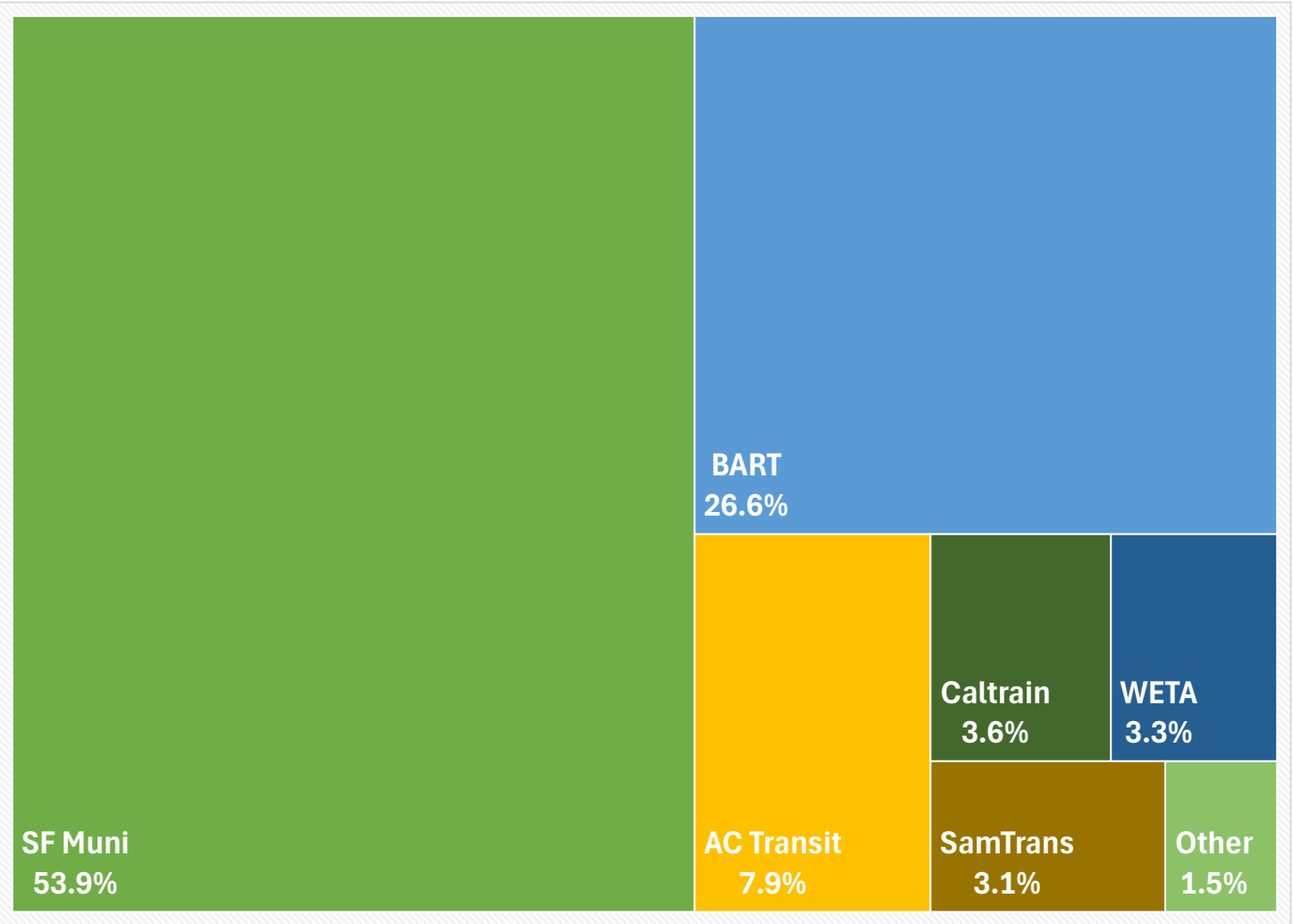
# Clipper BayPass Pilot Phase 2

## Status Update

- Phase 2 Pilot is selling the Clipper BayPass to interested organizations
- Currently 11 active contracts, 5 pending contracts. *Students at UC Berkeley approved a referendum to add BayPass starting in August 2025*
- Large pipeline of interested organizations – onboarding on a rolling basis to manage financial risk and ensure diversity across industries and geography
- Working to identify additional partners in Contra Costa County & North Bay



# Phase 2 - More than 2 Million Trips Taken



Share of Trips by Operator

“It’s amazing, it’s a big deal and it improves your life a lot!”

“This is a benefit that I’ve seen work; tried and true.”

“If you can get more people taking transit by making it very easy for them to do so, I think that’s a really fantastic perk to offer your employees.”

Clipper BayPass Phase 2 Pilot Tips – Preliminary Data 1/1/2024- 3/27/2025

# Phase 2 Contract Updates

Institution	~ # of Participants
Alameda Transportation Management Association*	2,500
City of Menlo Park*	200
City of Palo Alto *	800
Foon Lok East (Residents)	125
Kiku Crossing (Residents)	225
Open AI	1,800
Piedmont Gardens	225
Robinhood*	350
SF State (Students)	21,000
SFO Commission	1,850
UCSF (Students and Employees)	8,000
Pending Contracts (including UC Berkeley)	45,500
<b>Total</b>	<b>82,575</b>

There are **over 80,000 participants** in Phase 2 and the pilot is continually adding new riders

\*Does not include base contract value for Caltrain GoPass, AC Transit EasyPass, and/or SamTrans Way2GoPass

# BayPass Participation Agreement

- Operators are reimbursed for trips based on actual passenger usage (at a rate equal to full adult Clipper Fare)
- \$5M is available to address funding gaps in program revenues if needed (STA funding)
- Net revenues from sales up to a limit of \$1m is available to reimburse MTC for pilot operations and management
- Additional net revenues are allocated to transit operators based on each operator's share of overall Phase 2 ridership

## Notes:

- *Participation Agreement active until June 30, 2027*
- *Pilot pricing and revenue distribution terms do not establish a precedent for any post-pilot program that may be established*







**Thank You**



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 25-0554      **Version:** 1      **Name:**

**Type:** Report      **Status:** Informational

**File created:** 3/27/2025      **In control:** Regional Network Management Council

**On agenda:** 4/28/2025      **Final action:**

**Title:** 2023/2024 Regional Transit Passenger Snapshot Survey Update  
Information on the 2023/2024 Transit Passenger Snapshot Survey.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [3c 25-0554 1 Summary Sheet Transit Passenger Snapshot Survey.](#)  
[3c 25-0554 2 Presentation Transit Passenger Snapshot Survey.](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
2023/2024 Regional Transit Passenger Snapshot Survey Update  
Information on the 2023/2024 Transit Passenger Snapshot Survey.

**Presenter:**  
Shimon Israel, MTC

**Recommended Action:**  
Information

**Attachments:**

# Regional Network Management Council

April 28, 2025

Agenda Item 3c

## 2023/2024 Regional Transit Passenger Snapshot Survey Update

---

### **Subject:**

Information on the 2023/2024 Transit Passenger Snapshot Survey.

### **Background:**

From 2013 through 2019, MTC implemented an intensive recurring transit passenger data collection program regionally codified by MTC Resolution No. 3866 (“Ongoing Survey Program”), while putting the survey program on pause during the COVID-19 pandemic in 2020. This program surveyed all the Bay Area’s federally funded transit operators and collected detailed demographic and trip pattern data. This approach to data collection yielded a thorough and robust regional dataset but required five to six years to complete a full cycle of Bay Area data collection. In coordination with the region’s operators, MTC resumed the Ongoing Survey Program in 2024, but also pursued a simplified one-year survey (“Snapshot Survey”) in parallel. This one-time post-pandemic effort was designed to collect high-level summary data for transit operators more quickly than the Ongoing Survey Program’s multiyear timeframe.

The simplified one-year survey allowed the region to reassess its baseline understanding of post-pandemic transit rider and trip characteristics for fixed-route passengers within our nine-county region. MTC collected the Snapshot Survey using simpler data collection methods, and with a limited set of questions. The one-time Snapshot Survey required approximately \$900,000 in state funding to deliver, in contrast to the Ongoing Survey Program which relies on an average of approximately \$600,000 in FTA 5303 monies annually.

### **Snapshot Survey Findings:**

The 2023/2024 Snapshot Survey collected data from approximately 16,500 passengers.

Summaries of key variables were performed, which are summarized below:

- **Passenger demographics (race/ethnicity, household income, vehicle availability, and disability):** In general, the transit riding public is less white and Asian than the background population, but more Black and Hispanic. Transit riders also skew lower income and are about four times more likely to be in poverty than the background

regional population. About 65 percent of passengers indicated that they did not have a vehicle to use in lieu of their transit trip. Overall, about 8 percent of transit passengers indicate having a disability that limits their ability to travel.

- **Trip purpose:** About 50 percent of passengers indicated traveling to or from work, which is down from roughly 60 percent pre-pandemic.
- **Transit riding frequency:** Nearly 3/5 (58 percent) of passengers use transit five or more days per week. Additionally, about 91 percent of riders expected to ride transit the same or more in the next year.
- **Perception of safety on transit:** About 10 percent of riders indicate feeling unsafe or very unsafe riding transit, while 58 percent of riders indicate feeling safe or very safe.
- **Desired transit improvements:** The most requested improvement was increasing transit frequency. Lower fares, reliability, and cleanliness were also highly requested.

**Future Actions:**

Potential next steps for the Snapshot Survey include developing comparisons of pre- and post-pandemic transit rider and trip characteristics (summer 2025) and development of interactive dashboards showing survey results (summer/fall 2025). Future data collection such as transit customer experience surveys, are being considered in conjunction with other existing survey efforts to inform the Regional Network Management Program. MTC staff will also continue working closely with Bay Area operators on onboard surveys in fiscal year 2025-26, while closely tracking any funding implications due to the dynamic federal environment.

**Issues:**

None identified.

**Recommendations:**

Information

**Attachments:**

- Attachment A: Presentation

# 2023-2024 Transit Snapshot Survey



**METROPOLITAN  
TRANSPORTATION  
COMMISSION**

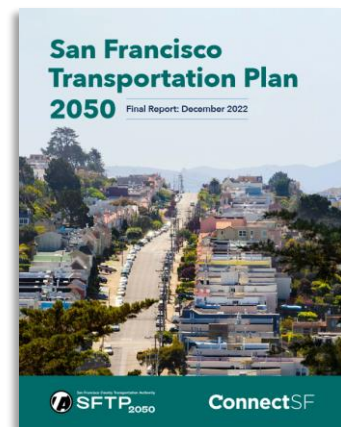
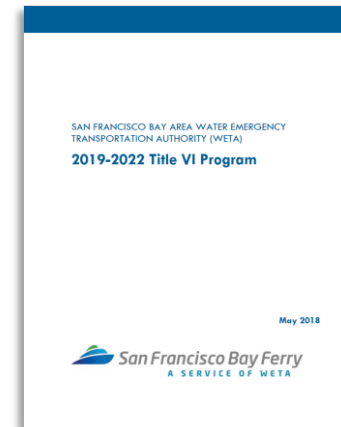
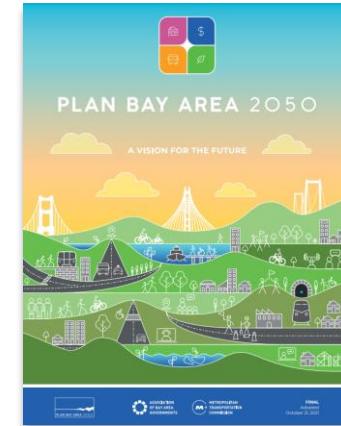
Regional Network Management Council

April 28, 2025

Agenda Item 3c – Attachment A

# Why We Collect Transit Passenger Data

- MTC Travel Diary Survey
- MTC Transit Passenger Surveys
- Census and American Community Survey Data
- Employment Data
- Traffic/Transit Counts
- National Transit Database Data
- Other Data Sources



# Regional Transit Passenger Survey Program (Pre-Covid)

2013

2014

2015

2016

2017

2018

2019

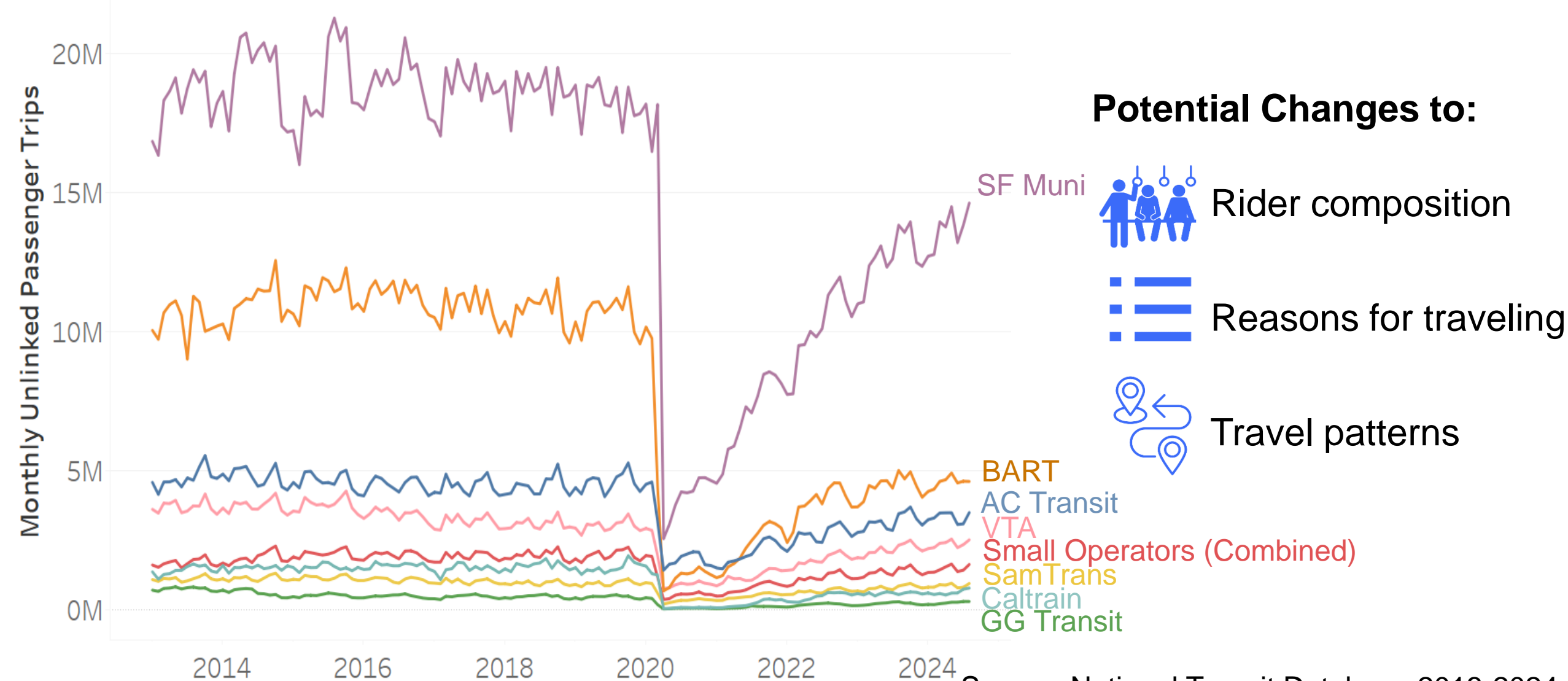


Sonoma County Transit





# How Has Transit Ridership Changed Post-Pandemic?



Source: National Transit Database 2013-2024



# Introduction to the Snapshot Survey

Survey Details	Values
Riders surveyed	16,545
Collection period	Fall 2023, Spring 2024
Operators included	23 operators (all except Golden Gate Transit, ACE)
Methodology	Paper, Web
Languages	English, Spanish, Chinese
Detail level	Operator/Mode
Time period	AM, Midday, PM

## Trip Characteristics

- Trip purpose

## Rider Characteristics

- Race/ethnicity
- Access to a vehicle
- Household income
- Transit riding frequency
- Perception of safety
- Desired improvements
- Transportation-related disability

- Origin and destination locations
- Fare payment
- Bay Area residency
- Home zip code
- Age
- Household # and employed
- Gender
- Home language and limited-English proficiency
- Employment/student status

— Included in presentation

# MTC Transit Survey Program Costs

Survey	Frequency	Cost	Fund Source
<b>Snapshot Survey</b>	One-time	\$900K	TDA Planning/ General Fund <b>(State)</b>
<b>Ongoing Survey</b>	Ongoing, individual operators surveyed once every 5-7 years	<ul style="list-style-type: none"> <li>• \$600K per year</li> <li>• Large 7 operators contribute 20% of cost</li> </ul>	FTA 5303 Metro Planning <b>(Federal)</b>



# Post-Pandemic Ridership Changes



- Rider Composition

- Larger share of riders are low-income compared to pre-pandemic
- Ridership less white and Asian than background population, more Black and Hispanic



- Reasons for Traveling

- Decline in work-related transit travel, though school trips have returned
- Social, recreation, and shopping trips declined more than personal errand and medical trips

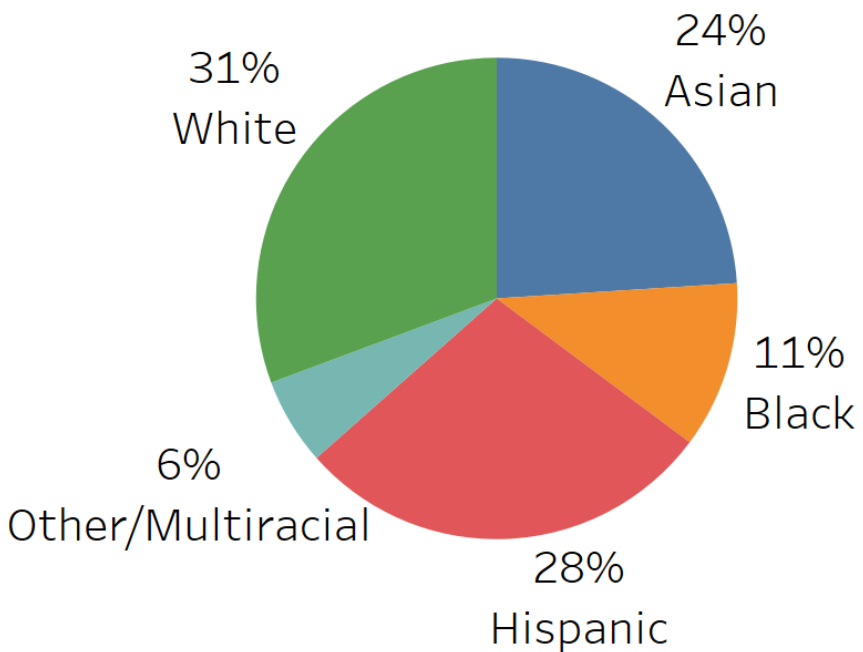


- Travel Patterns

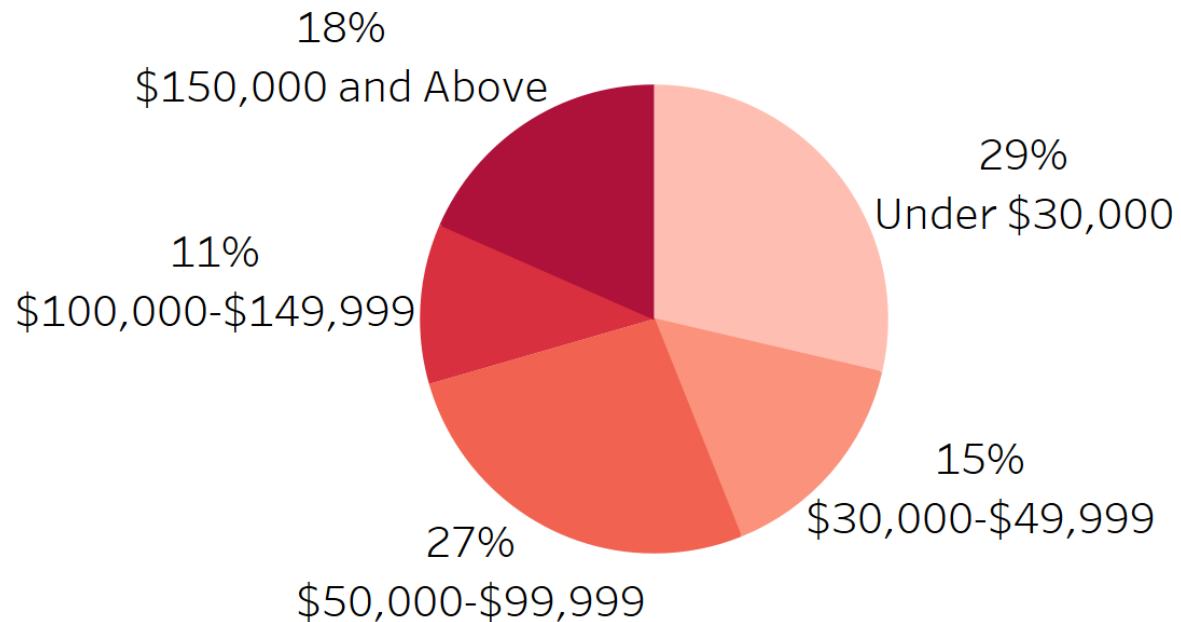
- Transit trips to/from San Francisco decreased more than transit trips within SF
- North Bay and South Bay transit trips to SF declined more than transit trips from the East Bay

# Post-Pandemic Rider Composition

## Race/Ethnicity



## Household Income



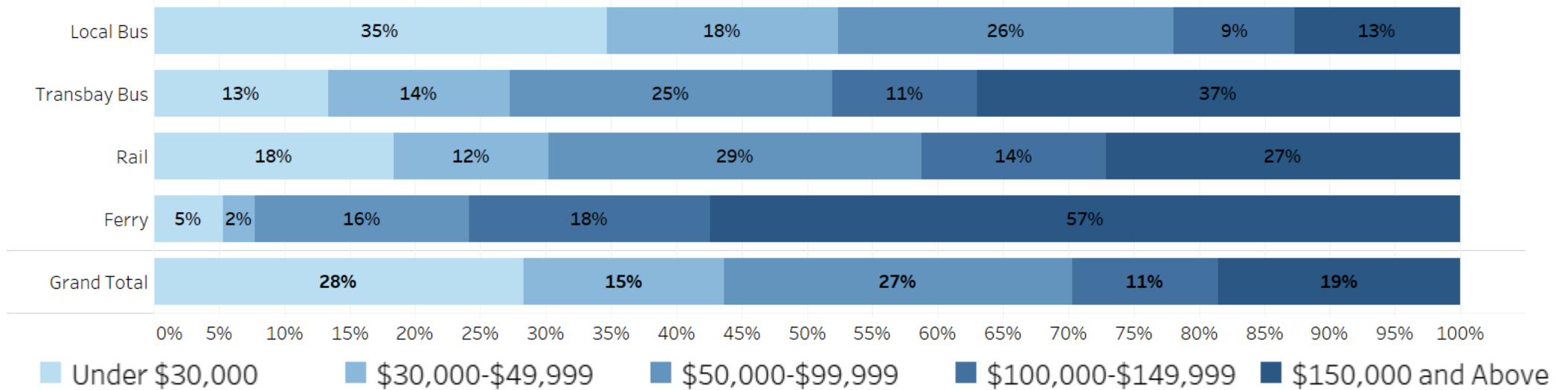
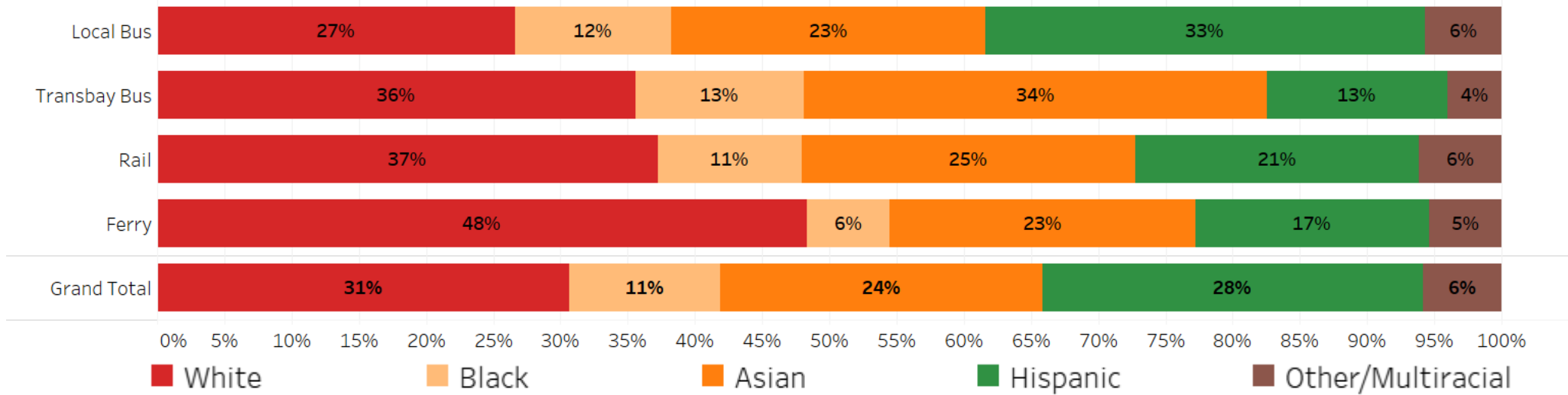
"Did you have access to a household vehicle for this trip?"

**65%**  
responded No

"Do you have a disability that limits your ability to travel?"

**8%**  
responded Yes

# Race/Ethnicity and Income by Transit Mode

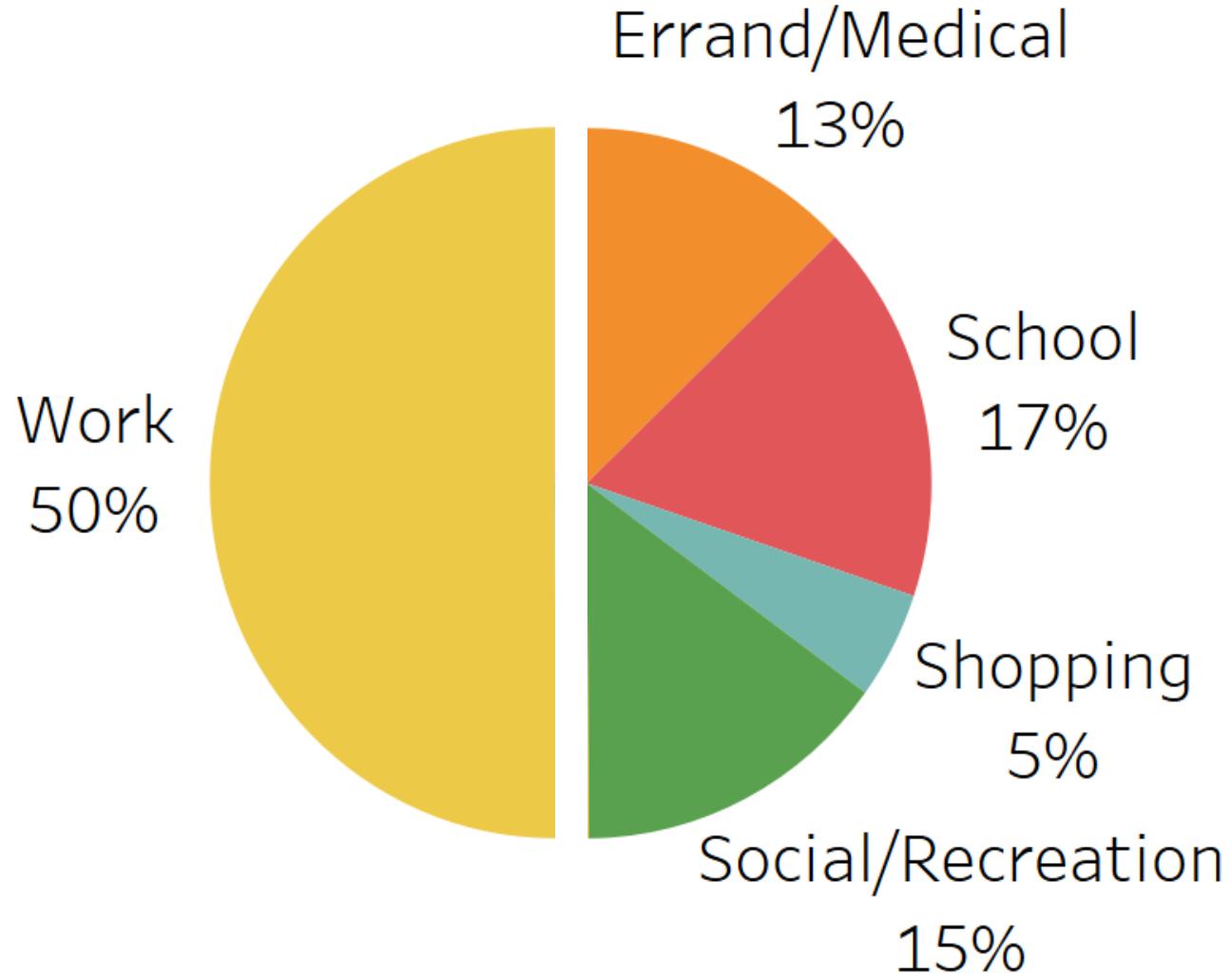


# Reasons for Traveling

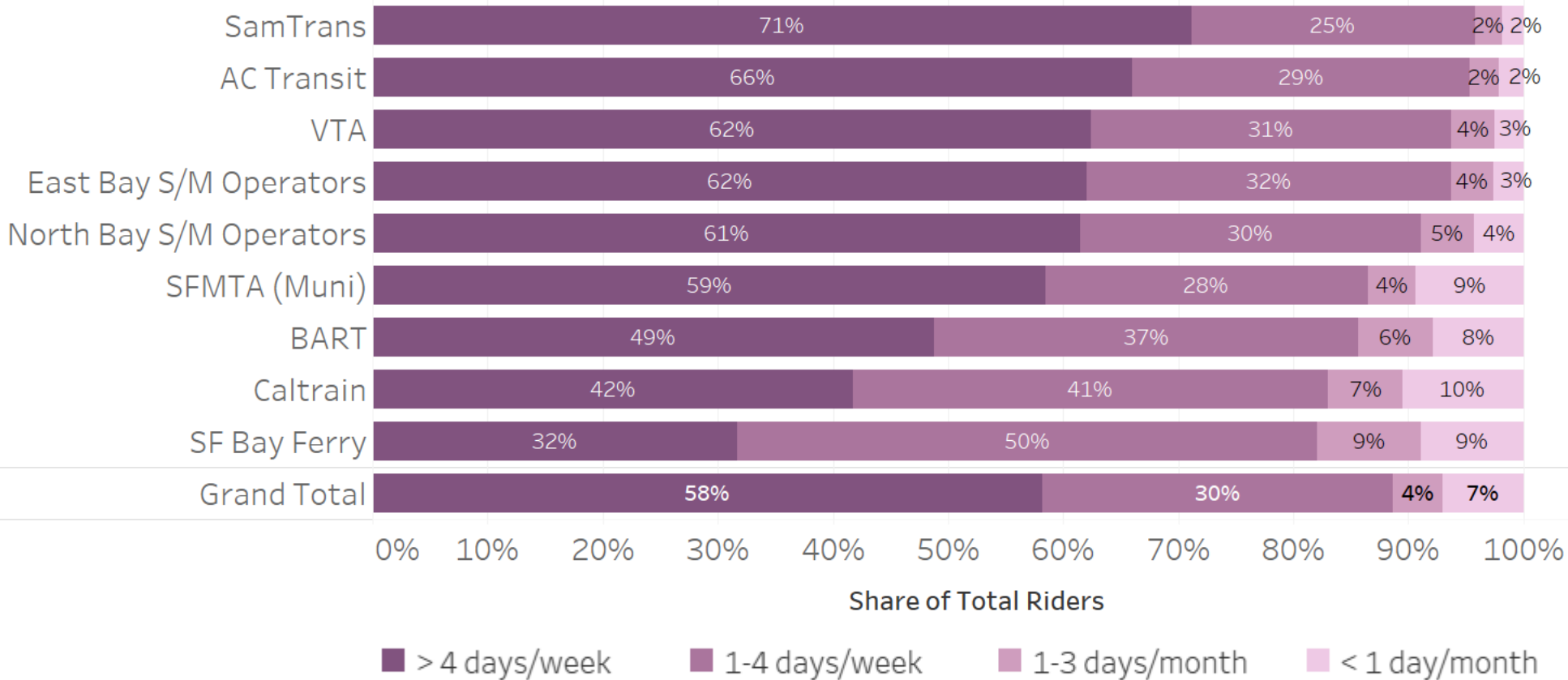
“What is the main purpose of this trip?”

**50%**

responded Work



# Frequency of Transit Use



“How often do you use public transit in the Bay Area?”

**58%**

ride 5+ days/week

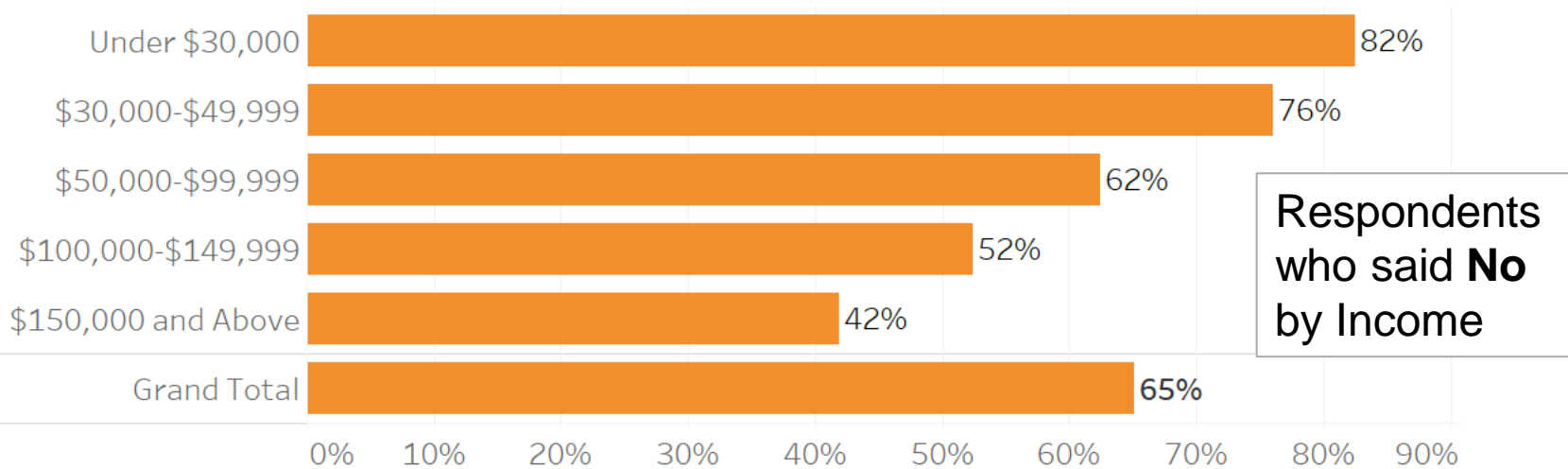
“Do you plan to use public transit more or less in the next year or so?”

**91%**

responded the Same or More



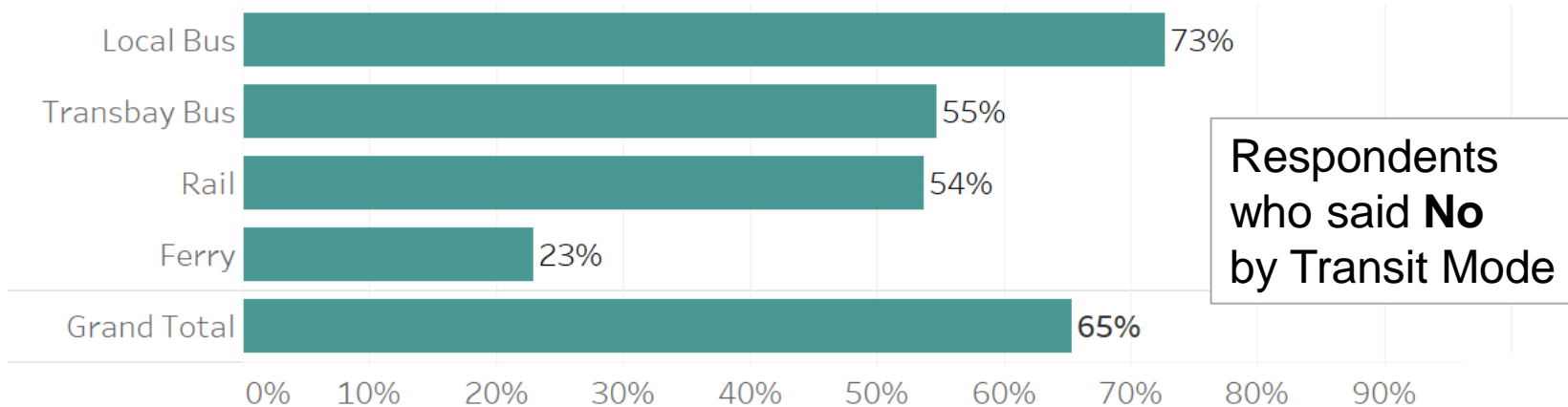
# Household Vehicle Availability



“Did you have **access to a household vehicle** for this trip?”

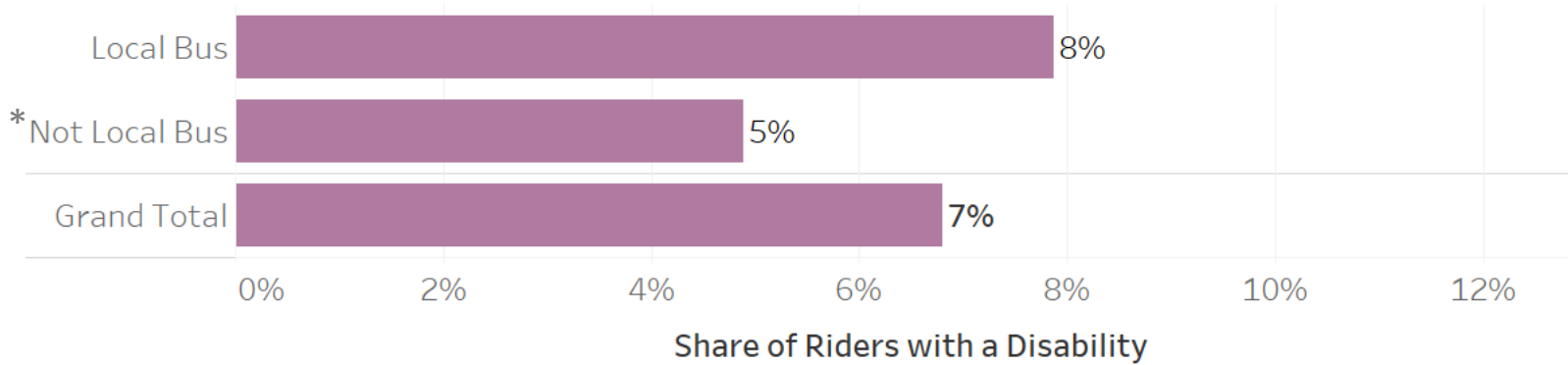
**65%**

responded No

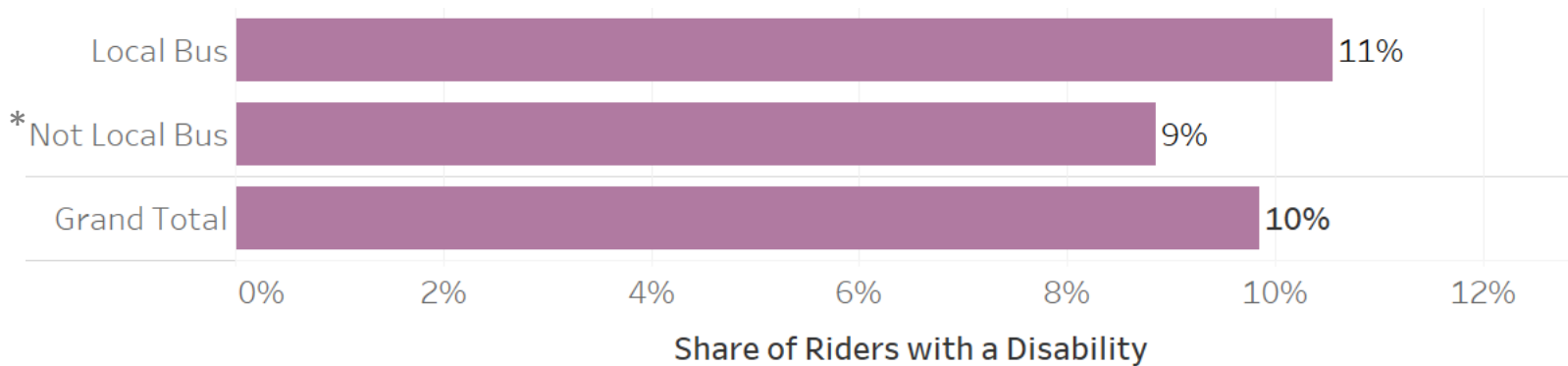


# Disability Limiting Ability to Travel

## AM+ PM



## Midday



“Do you have a **disability** that limits your ability to travel?”

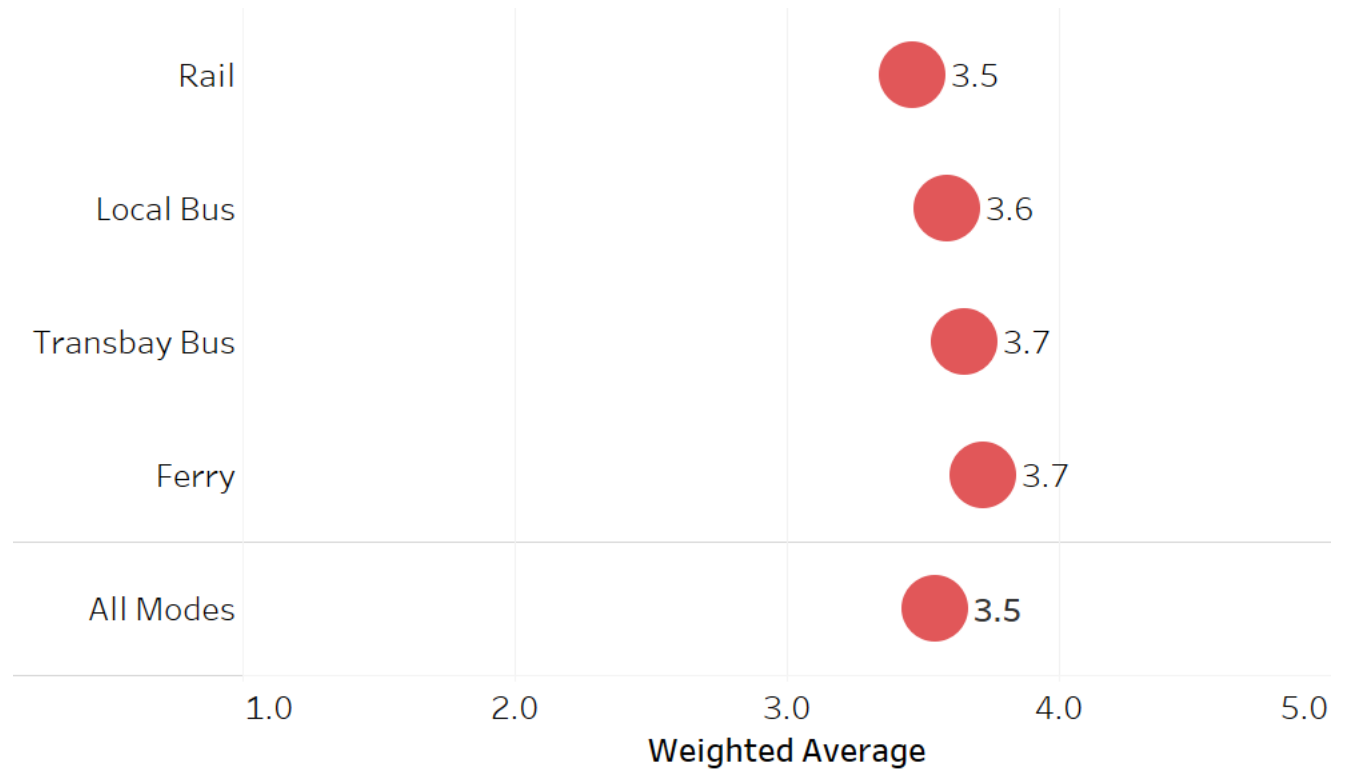
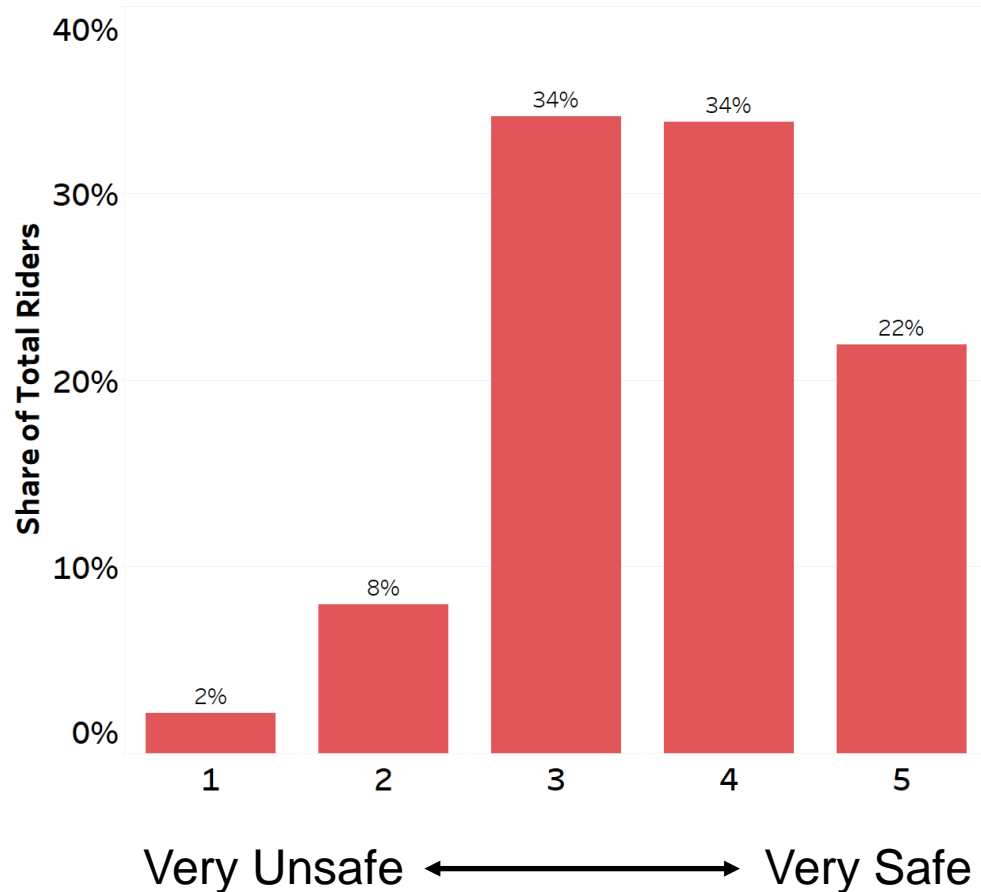
**8%**

responded Yes

*\*Not Local Bus = express bus, rail, and ferry. Paratransit was not included in the Snapshot Survey.*

# Regional Perceptions of Safety

"How **safe** do you feel when using public transit in the Bay Area?"



# Desired Transit Improvements

"What changes would get you to use transit more? (select **top two**)"



Frequency: 30%



Service hours: 11%



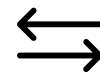
Lower fares: 14%



Travel time: 8%



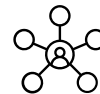
Reliability: 14%



Easier transfers: 5%



Cleanliness: 13%



Transit reach: 4%

# Next Steps

- Comparison with pre-pandemic data
- Interactive dashboards in development
- Continue Ongoing Transit Passenger Survey
- Explore coordinated transit customer experience surveys with the Regional Network Management Program

## Shimon Israel

Regional Planning Program

Email: [SIsrael@bayareametro.gov](mailto:SIsrael@bayareametro.gov)

Website: <https://mtc.ca.gov/tools-resources/survey-program>



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 25-0555      **Version:** 1      **Name:**

**Type:** Report      **Status:** Informational

**File created:** 3/27/2025      **In control:** Regional Network Management Council

**On agenda:** 4/28/2025      **Final action:**

**Title:** Regional Network Management (RNM) Performance Measures Update

Informational update on the two-year review of transit Regional Network Management program progress.

**Sponsors:**

**Indexes:**

**Code sections:**

- Attachments:** [3d 25-0555 1 RNM Performance Measures Update](#)  
[3d 25-0555 2 AttA Presentation RNM Performance Measures Update](#)  
[3d 25-0555 3 AttB RES-4564 approved](#)  
[3d 25-0555 4 AttC RES-4648 approved.](#)  
[Item 3d Seamless Letter RNMC Public Comment .pdf](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
Regional Network Management (RNM) Performance Measures Update

Informational update on the two-year review of transit Regional Network Management program progress.

**Presenter:**  
Allison Quach, MTC

**Recommended Action:**  
Information

**Attachments:**

# Regional Network Management Council

April 28, 2025

Agenda Item 3d

## Regional Network Management Performance Measures Update

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### **Subject:**

Informational update on the two-year review of the Regional Network Management program progress.

### **Background:**

In February 2023, the Commission adopted the Regional Network Management (RNM) framework (MTC Resolution No. 4564). The RNM framework called for performance metrics to be established to track RNM performance and for recurring review to support continuous improvement and drive long-term evolution. In May 2024, the RNM Committee adopted performance measures to track progress towards achieving tangible outcomes for riders and help deliver RNM's mission of achieving a more connected, efficient, and user-focused mobility network in the region (MTC Resolution No. 4648). The performance measures include a combination of quantitative and qualitative measures grouped into two types: 1) Transit Rider Outcomes, including rider experience and rider benefits from RNM activities; and, 2) RNM & Transit Operations, including work plan achievement, RNM capabilities & needs, and regional transit operations.

In December 2024, the RNM Committee approved a contract amendment with Perkins Eastman/KPMG to conduct a review of the RNM framework, including identifying strengths, weaknesses, opportunities and challenges, and developing recommendations on how to evolve the RNM moving forward. Staff have been working with the consultant team to refine the approach and schedule, and the consultant team is preparing to conduct engagement (online survey, interviews, etc.) with stakeholders, including members of the RNM Council, to inform their review.

In parallel, staff have been continuing to refine the approach for the transit rider outcomes and transit operations metrics and will return with additional updates as this work advances.

### **Issues:**

None Identified

**Recommendation:**

None.

**Attachments:**

- Attachment A: Presentation
- Attachment B: MTC Resolution 4564, Regional Network Management Framework
- Attachment C: MTC Resolution 4648, Regional Network Management Performance Measures



# Transit RNM Performance Measures Update

Regional Network Management Council

April 28, 2025

Agenda Item 3d

Attachment A



**METROPOLITAN  
TRANSPORTATION  
COMMISSION**

REGIONAL NETWORK MANAGEMENT

# How We Got Here

# Today

## 2020

Blue Ribbon Transit Recovery Task Force



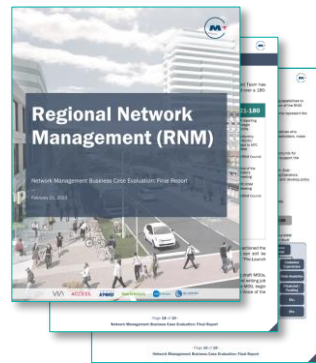
## 2021

Bay Area Transit Transformation Action Plan



## 2022

Network Management Evaluation



## 2023

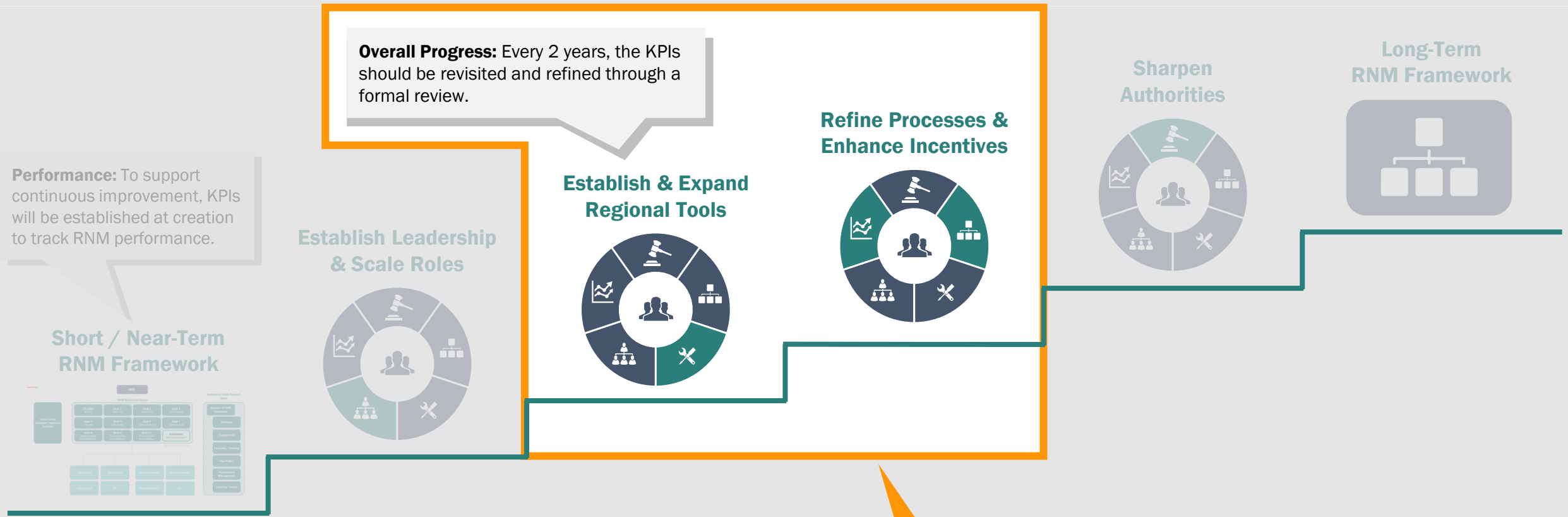
Standing up Regional Network Management

- **February 2023:** RNM Framework approved (Res. 4564)
- **July 2023:** First meeting of RNM Committee
- **September 2023:** RNM Customer Advisory Group established (Res. 4610)
- **November 2023:** RNM Council established (Res. 4622)

Delivering on the RNM Council's Work Plan & Transformation Action Plan



# RNM Review & Evolution



**Feb 2023**  
RNM Framework approved

**Summer-Fall 2023**  
RNM bodies established

**May 2024**  
RNM Performance Measures approved

**We Are Here**

# Framework for RNM Performance Measures

## RNM Mission:

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

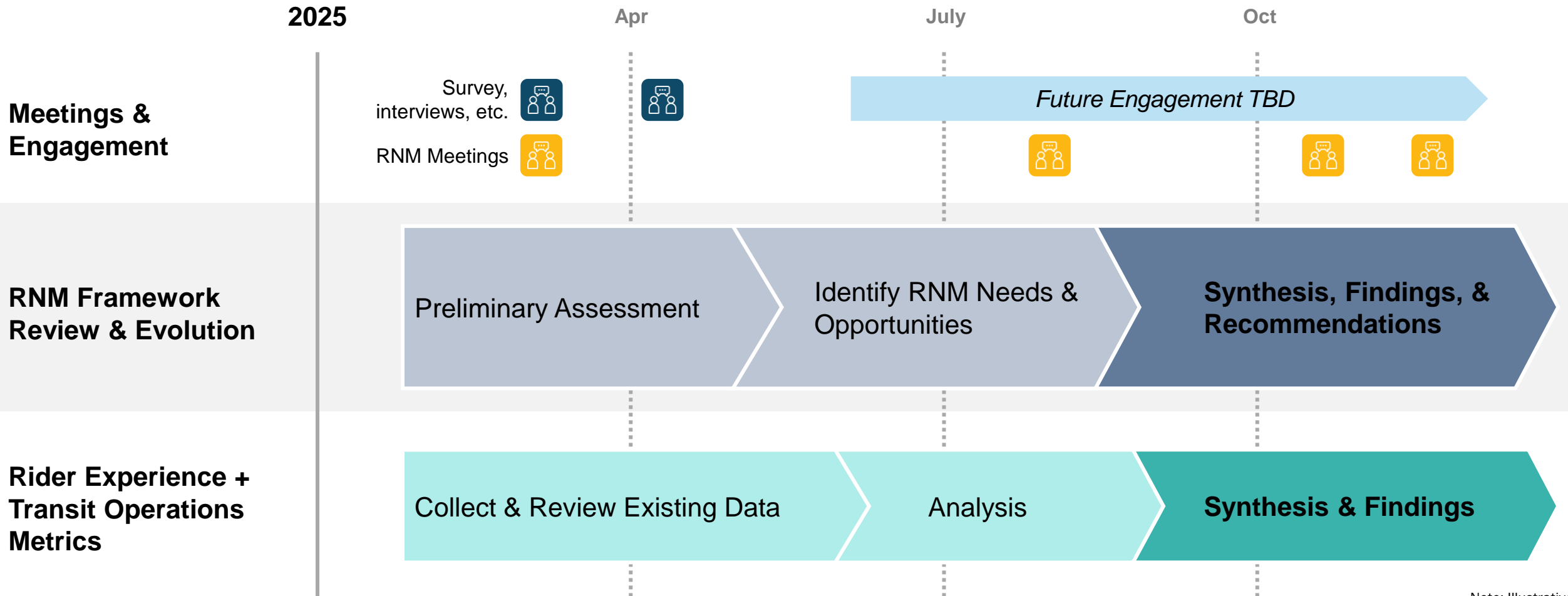
## RNM Performance Measures should...

- Measure **progress on regional transit initiatives**, with a focus on **benefits to riders**
- Assess how well the **RNM framework** is working to deliver its intended outcomes
- Inform **continuous evolution and improvement** of the RNM
- Tell a holistic story through a combination of **quantitative and qualitative measures**
- Be **feasible** for MTC and transit operators to report on an ongoing basis
- **Evolve over time** as needed

# RNM Performance Measures: Approved Categories

Measure Type	Category	Description
Type #1: Transit Rider Outcomes	Rider Experience	The end-to-end journey and overall experience (reliability, connectivity, equity, safety & comfort) of riders on transit
	Rider Benefits from RNM Activities	The benefit of RNM initiatives for riders (e.g., ridership increases from fare integration pilots, reliability improvements from transit priority projects, easier transfers from wayfinding, etc.)
Type #2: RNM & Transit Operations	Work Plan Achievement	Progress achieved on the RNM Council's Work Plan
	RNM Capabilities & Needs	Assessment of the RNM's capabilities and how actions benefited from or were challenged by the RNM
	Regional Transit Operations	The overall performance of transit operations across the region (including ridership, productivity, and cost-effectiveness)

# RNM Performance Measures: Draft Schedule



Note: Illustrative

# Next Steps

- Refine approach and conduct initial engagement (online survey, interviews, etc.) to inform RNM Framework Review & Evolution
- Collect & review existing rider experience and transit operations data

## Agenda Item 3d Attachment B

Date: February 22, 2023  
W.I.: 1621  
Referred by: EXEC

### ABSTRACT

#### MTC Resolution No. 4564

This resolution approves policy support for the Regional Network Manager, a framework that sets in place an adaptable structure to achieve near term and longer-range regional transit goals.

In July 2021, the Task Force approved the Bay Area Transit Transformation Action Plan, which identified specific near-term actions to re-shape the region's transit system into a more connected, more efficient, and more user-focused mobility network, resulting in increased ridership and reduced growth in vehicle miles traveled. One of the actions called for an assessment of a preferred framework for Regional Network Management. A 14-member Network Management Business Case Advisory Group (NMBCAG) made up of transit operators and stakeholders was established to guide the analysis and recommendations.

This resolution contains the following attachments:

Attachment A – Regional Network Management Framework

Further discussion of this subject is contained in the Executive Committee Commission memoranda dated February 10, 2023.



Date: February 22, 2023

W.I.: 1621

Re: Policy Support for Regional Network Management Framework

METROPOLITAN TRANSPORTATION COMMISSION

RESOLUTION NO. 4564

WHEREAS, the Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the San Francisco Bay Area pursuant to California Government Code Section 66500 et seq.; and

WHEREAS, MTC is the federally designated Metropolitan Planning Organization (MPO), pursuant to Section 134(d) of Title 23 of the United States Code (USC) for the nine-county San Francisco Bay Area region (the Bay Area or region); and

WHEREAS, MTC convened the Blue Ribbon Transit Recovery Task Force (Task Force) in 2020 and 2021 to respond to the COVID-19 pandemic and the impacts to transit; and

WHEREAS, the Task Force developed and endorsed the Transit Transformation Action Plan (Action Plan) in July 2021, which identifies near-term actions needed to achieve a more connected, efficient, and user-focused mobility network across the Bay Area and beyond and the Action Plan was received and accepted by MTC in September 2021; and

WHEREAS, the Action Plan called for a Regional Network Management (RNM) Assessment for Bay Area Transit and establishment of a Network Management Business Case Advisory Group to guide the assessment; and

WHEREAS, a Regional Network Management Framework is being recommended to improve the Bay Area's regional transit network, and achieve the desired near-term outcomes in the Action Plan and longer-range regional transit goals as identified in Attachment A, incorporated herein as though set forth at length; and

WHEREAS, the Regional Network Management Framework is an initial structure that may evolve over time towards a longer term transformation;

RESOLVED, that MTC expresses policy support for the Regional Network Management Framework set forth in Attachment A; and be it further

RESOLVED, that MTC directs staff to develop an Implementation Plan meant to set forth a comprehensive process to guide the respective agencies as we move forward to implement the RNM framework.

METROPOLITAN TRANSPORTATION COMMISSION

A handwritten signature in black ink, appearing to be 'AP' followed by a long horizontal stroke.

---

Alfredo Pedroza, Chair

The above resolution was entered into by the Metropolitan Transportation Commission at a regular meeting of the Commission held in San Francisco, California, and at other remote locations, on February 22, 2023.

Date: February 22, 2023  
W.I.: 1621  
Referred by:

Attachment A  
Resolution No. 4564  
Page 1 of 3

## Attachment A Regional Network Management Framework

### I. Mission and Vision

Anchoring the Regional Network Management (RNM) framework are mission and vision statements.

**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

### II. Regional Transit Initial Focus Areas

The RNM focus is centered on delivering operational changes that will directly benefit present and future customers. An initial set of focus areas has been defined as:

Focus Area (Functional Areas)	Regional Role
Fare Integration Policy	<ul style="list-style-type: none"><li>• Set the regional vision</li><li>• Establish regional policies</li><li>• Establish policy implementation plans, including the identification of funding</li></ul>
Wayfinding and Mapping	<ul style="list-style-type: none"><li>• Set the regional vision</li><li>• Establish regional policies (e.g., design standards, compliance requirements)</li><li>• Establish policy implementation plans, including the identification of funding</li><li>• Deliver centralized procurement, where relevant</li></ul>
Accessibility	<ul style="list-style-type: none"><li>• Embed accessibility within each of the other functional area plans</li><li>• Define a regional vision for paratransit operations</li><li>• Identify improvements needs re: implementation of paratransit policies and requirements</li><li>• Establish a regional implementation plan</li></ul>
Bus Transit Priority (BTP)	<ul style="list-style-type: none"><li>• Set the regional vision</li><li>• Define BTP corridors and identify needs / initiatives</li></ul>

Focus Area (Functional Areas)	Regional Role
	<ul style="list-style-type: none"> <li>• Serve as the central coordination point for state, county, and city stakeholders</li> <li>• Establish policy implementation plans, including the identification of funding</li> </ul>
Rail Network Management	<ul style="list-style-type: none"> <li>• Set the vision for the regional rail network</li> <li>• Translate regional vision into regional implementation plan (project prioritization, sequencing, integration points, project funding, delivery approach, etc.)</li> </ul>
Connected Network Planning (CNP)	<ul style="list-style-type: none"> <li>• Identify critical regional transit gaps to create the CNP</li> <li>• Establish and create data tools for regional planning</li> <li>• Identify funding priorities and establish service standards</li> <li>• Draft changes to Countywide Transportation Plan guidelines, as needed</li> </ul>

**III. Near term Framework Elements**

Element	Description
Regional Visioning Element	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	Council comprised GM-level Operator and MTC representatives who understand transit operations and can represent the interests of their stakeholders and provide leadership and critical input on regional policies.
Administration/ operational elements	Staff, temporary or longer-term groups comprised of a broad range of representatives, including Operators, stakeholders, and subject matter experts, that will help complete analysis and develop policy recommendations / options.

**IV. Proposed Roles and Committee Composition**

The near-term RNM structure is customer focused, structured for scale and balances short term momentum with long-term transformation. It is proposed to be made up of the following, subject to further action and refinement through the Implementation Plan:

**MTC RNM Committee**

- A committee of the Commission
- 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.
- 8 voting seats for Commission Members

- 2 non-voting seats for transit agency board members
- 1 non-voting seat for a state appointee

**Customer Advisory Committee**

- Group of stakeholders who represent the customer and can help inform decision-making with the customer in mind.
- Elevated Transit Transformation Action Plan (TAP) Sub-Committee with potential refinements to membership to better support the mission and vision of the RNM.
- Eight (8) members from MTC's Policy Advisory Council
- Nine (9) stakeholder representatives

**RNM Council**

- Council comprised of GM-level Operators and MTC representatives who understand transit operations and can represent the interests of their stakeholders and provide leadership and critical input on regional policies.
- MTC Executive Director to assemble the Council with anticipated participants including large and small operator General Managers/ CEOs.

**V. Performance, Progress, and Long-term Evolution**

**Key Performance Indicators:** To support continuous improvement, Key Performance Indicators (KPIs) will be established to track RNM performance.

- Benefits KPIs: KPIs to track the achieved benefits of regional transit and inform regional transit policy decisions.
- Program KPIs: KPIs to monitor the performance of the RNM and inform the evolution of the RNM.
- KPIs should be tracked and reported on through program performance structures and KPIs themselves would be reviewed and updated periodically.

**Recurring Review:** Every two years, the KPIs should be revisited and refined through a formal review. The review will consider progress made and drive the long-term evolution of the RNM framework through:

- Establishing leadership roles and scaling support elements to meet changing priorities.
- Establishing and expanding regional tools to drive standardization and improve efficiency.
- Refining and updating processes to meet changing needs or goals and enhance incentives to support process implementation.
- Enhancing agency authorities to align decision-making capabilities with regional goals.

## **Agenda Item 3d Attachment C**

Date: May 22, 2024  
W.I.: 1621  
Referred by: RNM

### ABSTRACT

MTC Resolution No. 4648

This resolution establishes Regional Network Management (RNM) Performance Measures that will support the continuous review and improvement of the RNM Framework.

This resolution contains the following attachments:

Attachment A – Regional Network Management Performance Measures

Further discussion of this subject is contained in the Regional Network Management Committee Summary Sheet dated May 10, 2024.

Date: May 22, 2024  
W.I.: 1621

Re: Regional Network Management Performance Measures

METROPOLITAN TRANSPORTATION COMMISSION  
RESOLUTION NO. 4648

WHEREAS, the Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the San Francisco Bay Area pursuant to California Government Code Section 66500 et seq.; and

WHEREAS, MTC is the federally designated Metropolitan Planning Organization (MPO), pursuant to Section 134(d) of Title 23 of the United States Code (USC) for the nine-county San Francisco Bay Area region (the Bay Area or region); and

WHEREAS, MTC convened the Blue Ribbon Transit Recovery Task Force (Task Force) in 2020 and 2021 to respond to the COVID-19 pandemic and the impacts to transit; and

WHEREAS, the Task Force developed and endorsed the Transit Transformation Action Plan (Action Plan) in July 2021, which identifies near-term actions needed to achieve a more connected, efficient, and user-focused mobility network across the Bay Area and beyond and the Action Plan was received and accepted by MTC in September 2021; and

WHEREAS, MTC approved Resolution No. 4564 on February 22, 2023, which expressed policy support for a Regional Network Management (RNM) Framework to achieve the desired near-term outcomes in the Action Plan and to improve the Bay Area's regional transit network towards a longer-term transformation; and

WHEREAS, the RNM Framework called for recurring review to support continuous improvement and drive the long-term evolution of the RNM Framework; and

WHEREAS, the RNM Framework recommended that key performance indicators be established to track the achieved benefits of regional transit and the performance of the RNM; and

WHEREAS, the recommended approach for performance measure reporting and RNM Performance Measures are identified in Attachment A to this resolution; now therefore be it

RESOLVED, that MTC approves the Regional Network Management Performance Measures set forth in Attachment A to this resolution; and be it further

RESOLVED, that the Commission may periodically revise Attachment A to evolve and refine RNM Performance Measures.

METROPOLITAN TRANSPORTATION COMMISSION

A handwritten signature in black ink, appearing to read 'AP', with a long horizontal line extending to the right.

---

Alfredo Pedroza, Chair

The above resolution was entered into by the Metropolitan Transportation Commission at a regular meeting of the Commission held in San Francisco, California, and at other remote locations, on May 22, 2024.



Date: May 22, 2024  
 W.I.: 1621  
 Referred by: RNM

Attachment A  
 Resolution No. 4648  
 Page 1 of 3

**Attachment A:  
 Regional Network Management Performance Measures**

**I. Overview**

Performance measures will help deliver on the RNM’s Mission by measuring regional transit outcomes for riders, providing information to hold the RNM accountable for progress on regional transit initiatives, and helping to inform the continuous improvement of the RNM framework. RNM performance measures should provide a holistic picture of both regional transit and the RNM, through a combination of quantitative and qualitative measures.

RNM performance measures are grouped into two types of measures:

Measure Type	Category	Description
Type #1: Transit Rider Outcomes	Rider Experience	The end-to-end journey and overall experience (reliability, connectivity, equity, safety & comfort) of riders on transit
	Rider Benefits from RNM Activities	The benefit of RNM initiatives for riders (e.g., ridership increases from fare integration pilots, reliability improvements from transit priority projects, easier transfers from wayfinding, etc.)
Type #2: RNM & Transit Operations	Work Plan Achievement	Progress achieved on the RNM Council’s Work Plan
	RNM Capabilities & Needs	Assessment of the RNM’s capabilities and how actions benefited from or were challenged by the RNM
	Regional Transit Operations	The overall performance of transit operations across the region (including ridership, productivity, and cost-effectiveness)

**II. Transit Rider Outcomes**

**Type #1: Transit Rider Outcomes** measures provide insight into the experience of riders on transit in the region and also convey the benefits of the RNM’s activities for riders. This includes measures of the rider experience across priorities such as transit reliability, connectivity, equity, and safety and comfort, as well as evaluations of individual RNM initiatives, such as ridership increases from fare integration pilots, reliability improvements from transit priority projects, and easier transfers from mapping and wayfinding prototypes and pilots.

**Rider Experience Measures**

Within the “rider experience” category are four sub-categories of priorities for riders – reliability, connectivity, equity, and safety and comfort. For each of these sub-categories, the table below summarizes initial performance measures that can be derived from readily available data sources.

Additional qualitative measures of the transit rider experience would be collected through a regional transit rider experience survey.

Subcategory	Initial Performance Measures
<p><b>Reliability</b> Establishing a dependable system that is on-time and predictable</p>	<ul style="list-style-type: none"> <li>• On-time performance (including headway adherence)</li> <li>• Percent of scheduled trips operated</li> <li>• Transit speeds (on key regional corridors)</li> <li>• Real-time data (GTFS-RT) availability</li> </ul>
<p><b>Connectivity</b> Creating an integrated network that is coordinated, convenient, and easy to use</p>	<ul style="list-style-type: none"> <li>• Quantity of interagency transfers (at key regional hubs)</li> <li>• Schedule coordination efforts (SB125 recipients)</li> </ul>
<p><b>Equity</b> Ensuring the transit system is inclusive, accessible, and serves diverse rider needs</p>	<ul style="list-style-type: none"> <li>• Discounted fare programs enrollment &amp; ridership (e.g., Clipper START, Clipper Access RTC)</li> </ul>
<p><b>Safety &amp; Comfort</b> Providing a safe, secure, and comfortable environment for riders</p>	<ul style="list-style-type: none"> <li>• Safety &amp; security efforts (SB125 recipients)</li> </ul>

**Rider Benefits from RNM Activities**

A second category of measures are focused specifically on benefits that result from the RNM’s activities. These measures will be tailored to each initiative or program and will be established as each initiative advances.

**III. RNM & Transit Operations**

**Type #2: RNM & Transit Operations** measures provide insight into how well transit operations and the RNM framework are working to deliver on the TAP and RNM Council Work Plan, including the following measures:

Category	Initial Performance Measures
<b>Work Plan Achievement</b>	<ul style="list-style-type: none"> <li>• Recently completed and upcoming activities</li> <li>• Work Plan milestones achieved</li> </ul>
<b>RNM Capabilities &amp; Needs</b>	<ul style="list-style-type: none"> <li>• List of current and planned RNM capabilities</li> <li>• Recommendations/actions that benefited or were challenged by the current RNM design (e.g., collaboration, visibility, efficiency)</li> <li>• Resources needed to support RNM activities</li> </ul>
<b>Regional Transit Operations</b>	<ul style="list-style-type: none"> <li>• Ridership</li> <li>• Passengers per revenue hour</li> <li>• Total passenger miles</li> <li>• Operating cost per service hour, per passenger, and per passenger mile</li> </ul>

**IV. Reporting Processes**

RNM performance measures will be tracked and reported regularly through annual reports.

**V. Long-Term Evolution**

The long-term vision for RNM performance measures includes:

- Robust measures that provide a holistic story about regional transit and RNM effectiveness;
- Establishing common data definitions and target-setting (where applicable) across operators in the region;
- Developing a central platform and automated processes for regional transit data collection, aggregation, and reporting; and
- Interactive dashboards for data reporting and visualization

As appropriate, staff will coordinate RNM performance measure reporting with other MTC plans and programs and with state efforts.

As reporting capabilities grow, staff will regularly review and update performance measures to move towards the long-term vision for performance measure reporting.



To: Regional Network Management Council  
Re: Performance Measures Update, Agenda 3d  
Date: April 28, 2025

To the Regional Network Management Council,

Thank you for reviewing and updating performance measures for regional network management initiatives. This is an important step to assess and make progress.

Here are several comments on the performance measures.

Overall, please focus on outcomes where it is feasible.

With regard to rider experience with the end to end journey, it would be valuable:

- Over time, to include first and last mile options including safe bike/ped connections, micromobility and shuttles
- To make progress toward service led planning practices in upcoming network planning, by defining the regional network including key hubs, links, end to end travel times, and to use this to plan improvements
- To use transfer times for key hubs and journeys as a metric
- To set goals to improve the quality and completeness of GTFS data including accessibility data, with standards, incentives for quality, and technical assistance
- For accessible transportation, to incorporate the goals and metrics in the Coordinated Human Services Transportation Plan and to incorporate the perspectives of people with lived experience to evaluate goals and outcomes

With regard to the workplan, it would be valuable to show:

- Timeliness with respect to goals
- Capacity to achieve the goals, including “centers of excellence” and technical assistance to help build up the needed capacity
- Needs and opportunities to refine organizational structure to improve ability to achieve the goals
- In particular, what changes may be helpful to speed decision-making and implementation

Thank you for your consideration,

Adina  
Adina Levin  
Executive Director  
Seamless Bay Area  
<https://seamlessbayarea.org>