

An aerial view of a modern city street. On the right, a light blue tram is stopped at a station platform with several people waiting. A white bus is driving in the middle of the road. Pedestrians are walking on the sidewalks, and a cyclist is riding on a dedicated bike lane. The street is lined with modern buildings and trees. A large, semi-transparent dark blue box is overlaid on the center of the image, containing the title text.

Regional Network Management (RNM)

RECOMMENDED REGIONAL NETWORK MANAGEMENT (RNM) SHORT/NEAR-TERM FRAMEWORK

Policy Advisory Council Transit Transformation Action Plan Subcommittee

January 9, 2023

Background

BLUE RIBBON



TRANSIT RECOVERY TASK FORCE



Network Management Evaluation

The Task Force requested that an independent assessment of network management alternatives be completed prior to the sunset of the Task Force to serve as the foundation for a more in-depth business case evaluation of these alternatives.



Network Management Business Case Evaluation Project

In May 2020, MTC created a 32-member **Blue Ribbon Transit Recovery Task Force** (“Task Force”) to support MTC in the development of a regional response to address the adverse impacts of the COVID-19 pandemic on transit systems in the Bay Area

In July 2021, the Task Force approved 27 specific near-term actions to re-shape the region’s transit system into a more connected, more efficient, and more user-focused mobility network across the entire Bay Area which formed the **Bay Area Transit Transformation Action Plan**

As a part of this plan, the Task Force requested that a study be completed to select a preferred alternative structure(s) for **Regional Network Management (RNM)** and recommend next steps to achieve implementation

Accordingly, MTC established a **Network Management Business Case Evaluation project** to assess and recommend a preferred regional network management framework to achieve near-term and longer-range transit mobility goals

Network Management Business Case Advisory Group

Purpose

- Established in September 2021 to guide and review the Business Case analysis and recommendations
- Business Case Evaluation: Assess and recommend a preferred regional network management framework to achieve near-term and longer-range transit mobility goals

Convenings

- 14 Advisory Group Members
- January – December 2022
- Met 8 times

Composition

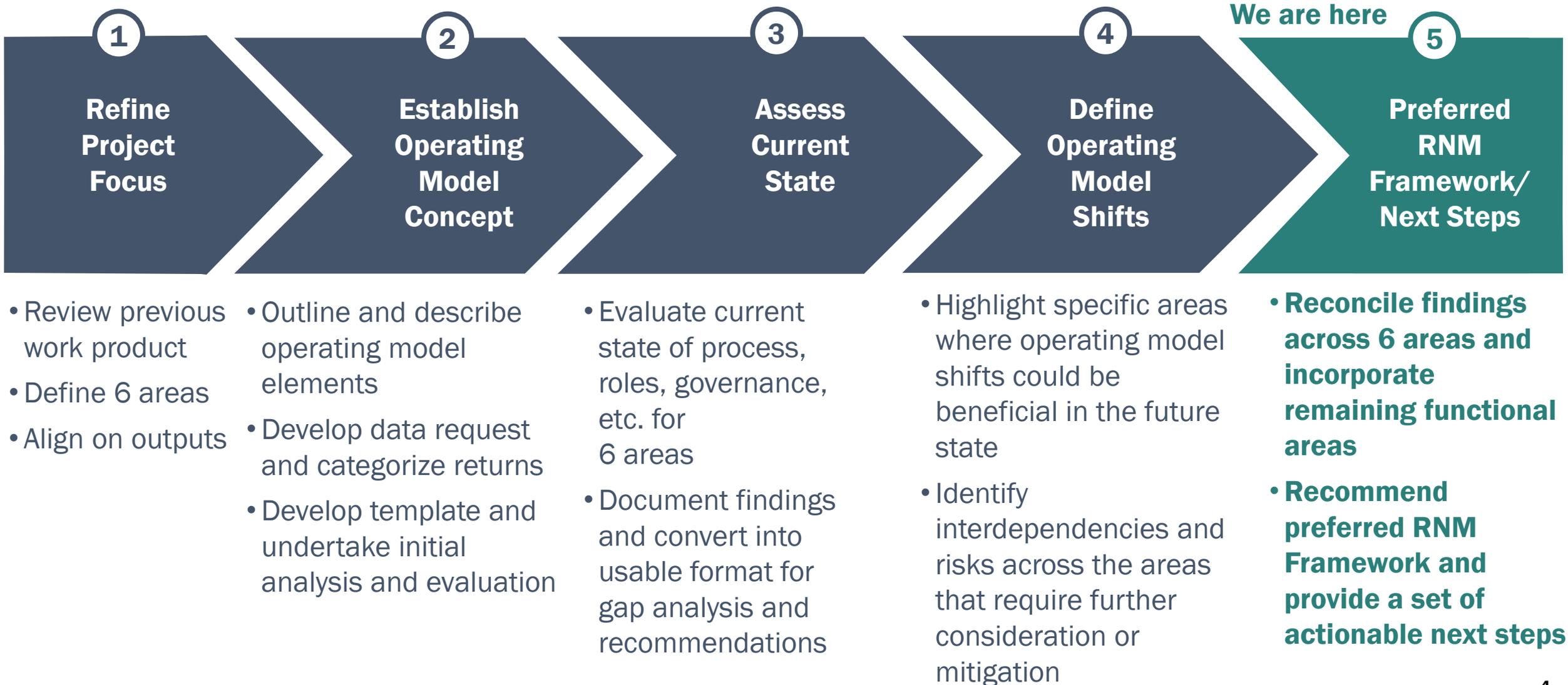
7 Transit Agency Representatives

Denis Mulligan (Chair), GGBHTD
Michelle Bouchard, Caltrain
Bill Churchill, County Connection
Carolyn Gonot, VTA
Michael Hursh, AC Transit
Bob Powers, BART
Jeff Tumlin, SFMTA

7 Stakeholder Representatives

Alicia John-Baptiste (Vice-Chair), SPUR
Christine Fitzgerald, SVILC
Adina Levin, MTC Policy Advisory Council
James Lindsay, ATU
Therese McMillan, MTC
Suzanne Smith, SCTA
Jim Wunderman, Bay Area Council

Business Case Evaluation Approach



Proposed Regional Network Management (RNM) 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

The Business Case Explored What Benefits Could Come from a Regional Approach

Across an array of transit operator roles and activities, the business case asked, will regionalizing these activities improve customer experience and/or unlock efficiencies and be feasible?

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

3 Be feasible

Such as:

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

The proposed RNM structure will need three key elements

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

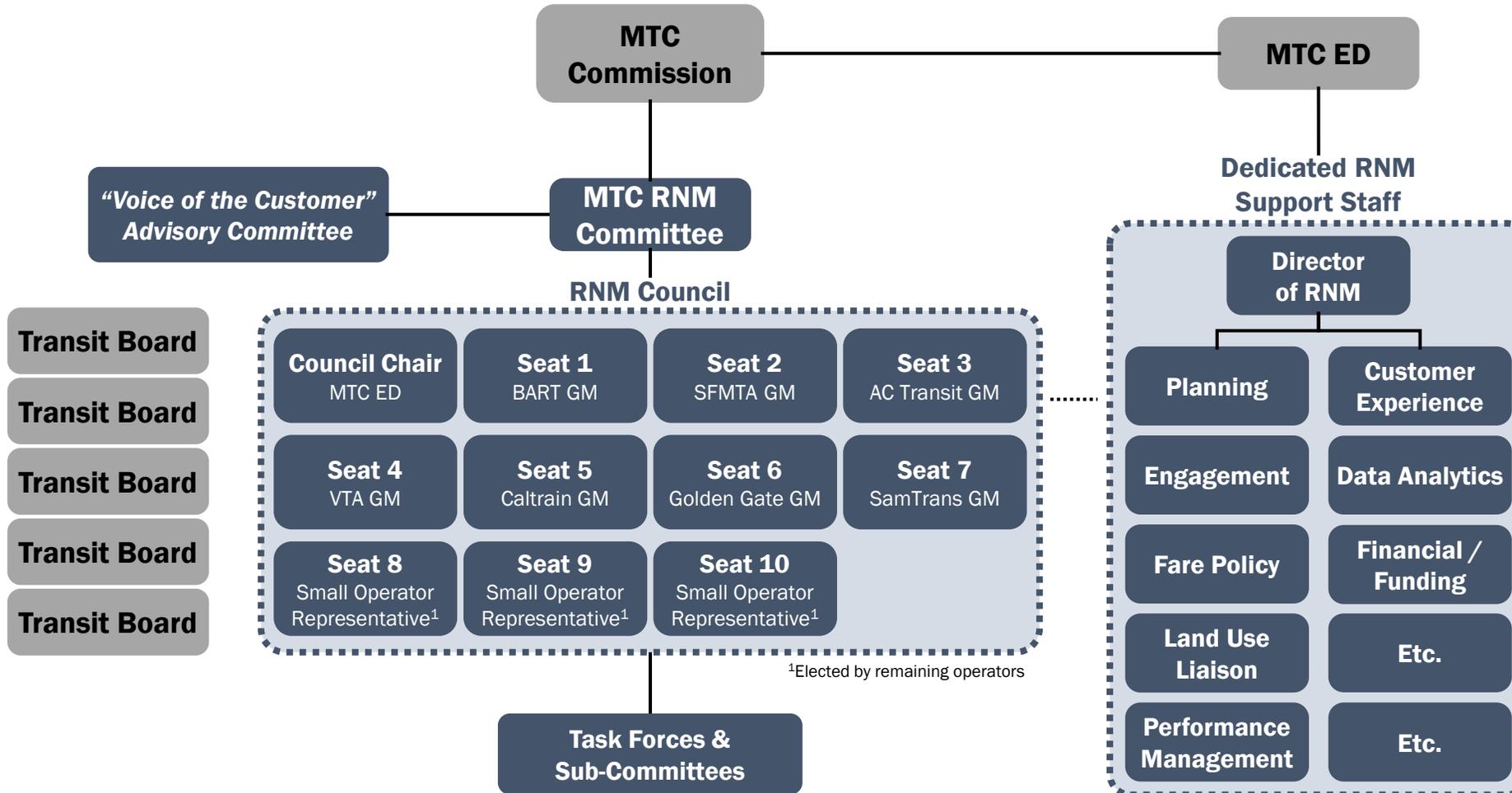
RNM Council: Council comprised GM-level Operator and MTC representatives who understand transit operations and can represent the interests of their stakeholders, make critical decisions on regional policies, and provide leadership

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

Recommended 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

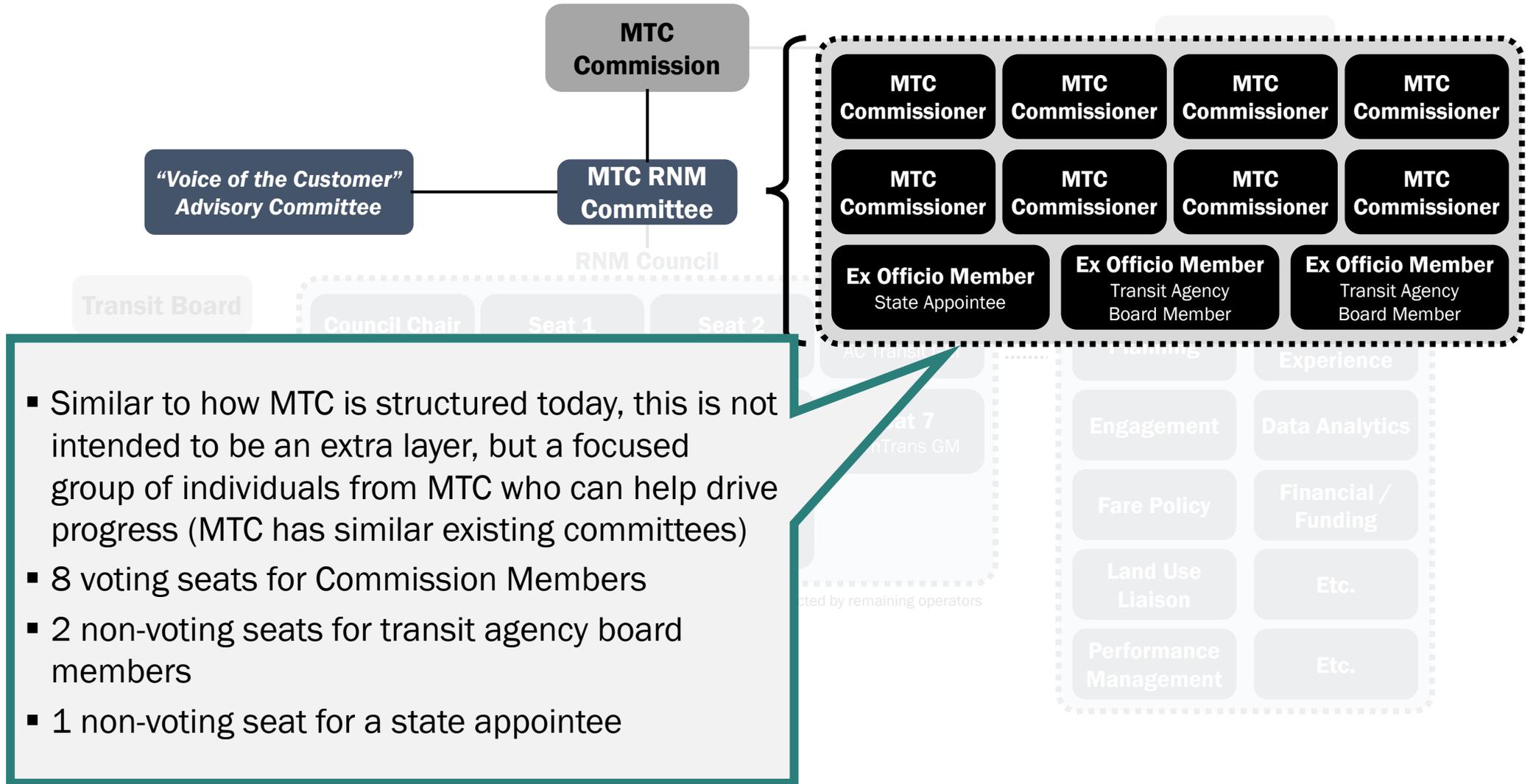
✓ Structured for Scale:

- 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
- Task Forces and Sub-Committees can be added or subtracted as regional priorities shift

✓ 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

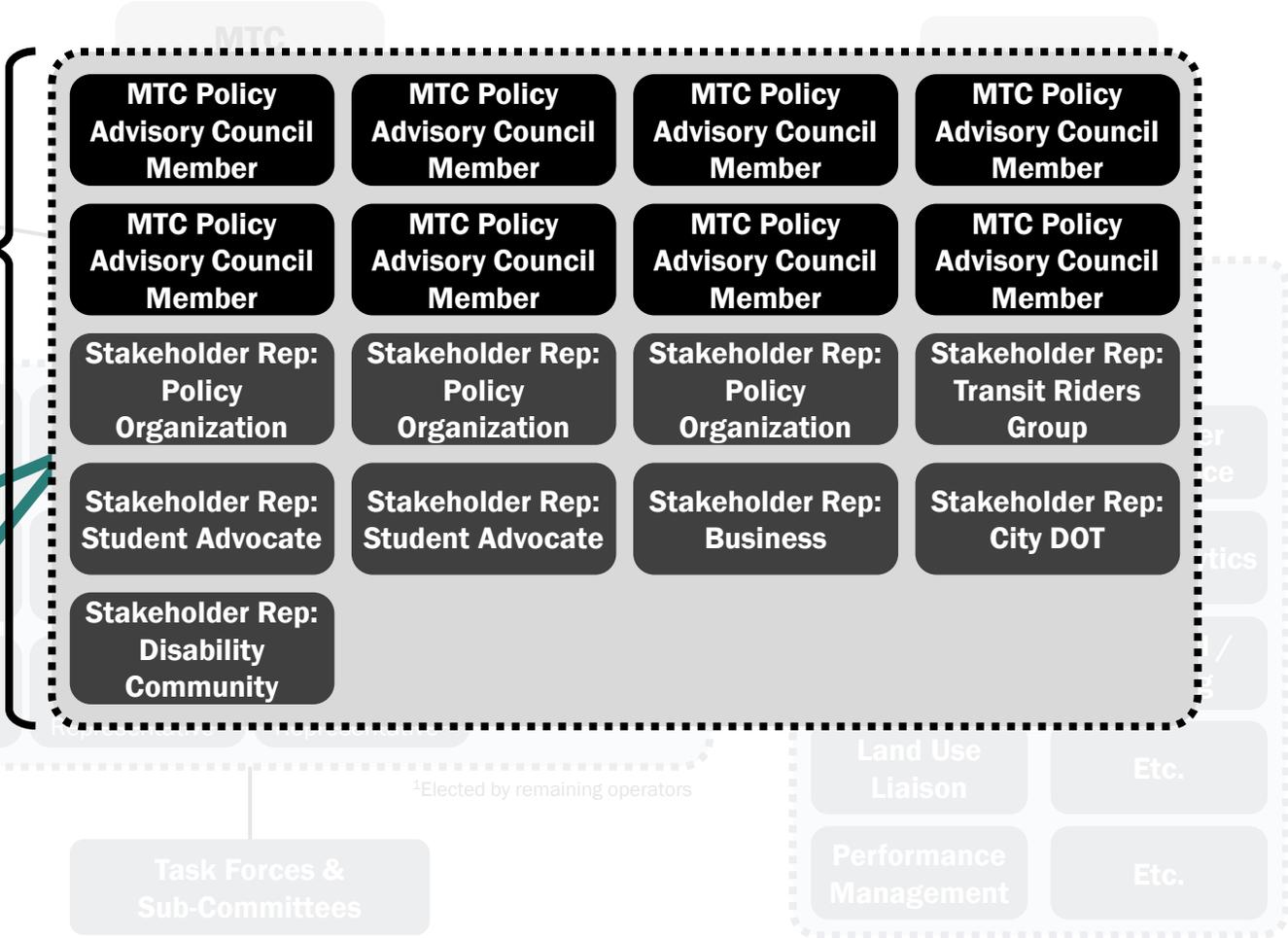


- Similar to how MTC is structured today, this is not intended to be an extra layer, but a focused group of individuals from MTC who can help drive progress (MTC has similar existing committees)
- 8 voting seats for Commission Members
- 2 non-voting seats for transit agency board members
- 1 non-voting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

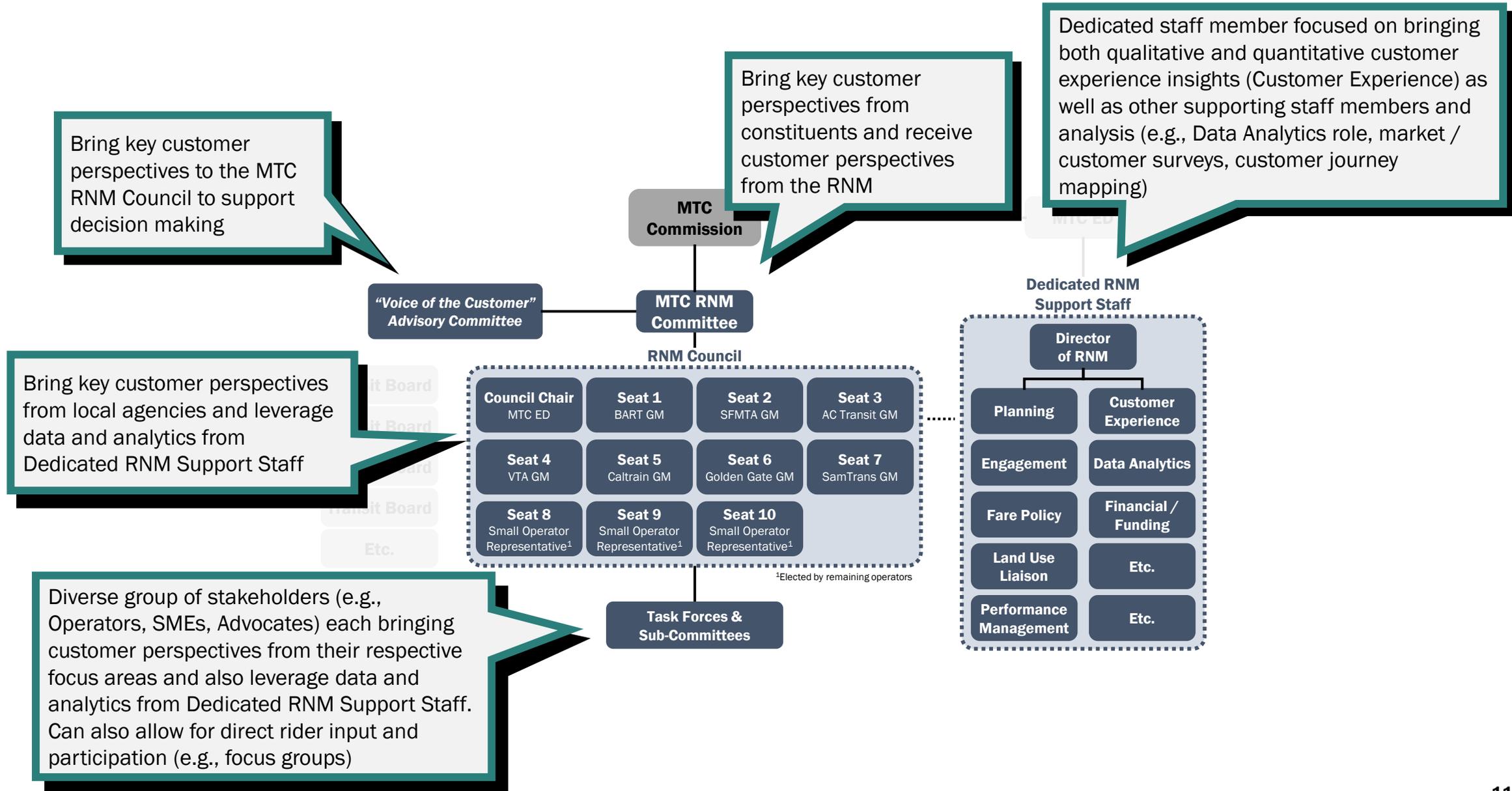
Voice of the Customer Advisory Committee

**“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

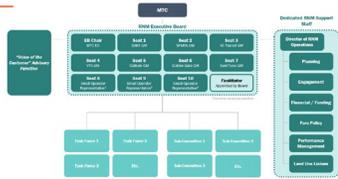


How the Operating Model will Drive Long-Term Evolution of the RNM

Performance: To support continuous improvement, KPIs will be established at creation to track RNM performance.

Overall Progress: Every 2 years, the KPIs should be revisited and refined through a formal review.

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



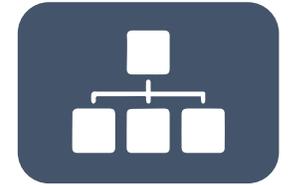
Update processes to meet changing needs / goals and enhance incentives to support process implementation

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

Key Milestones & Next Steps

