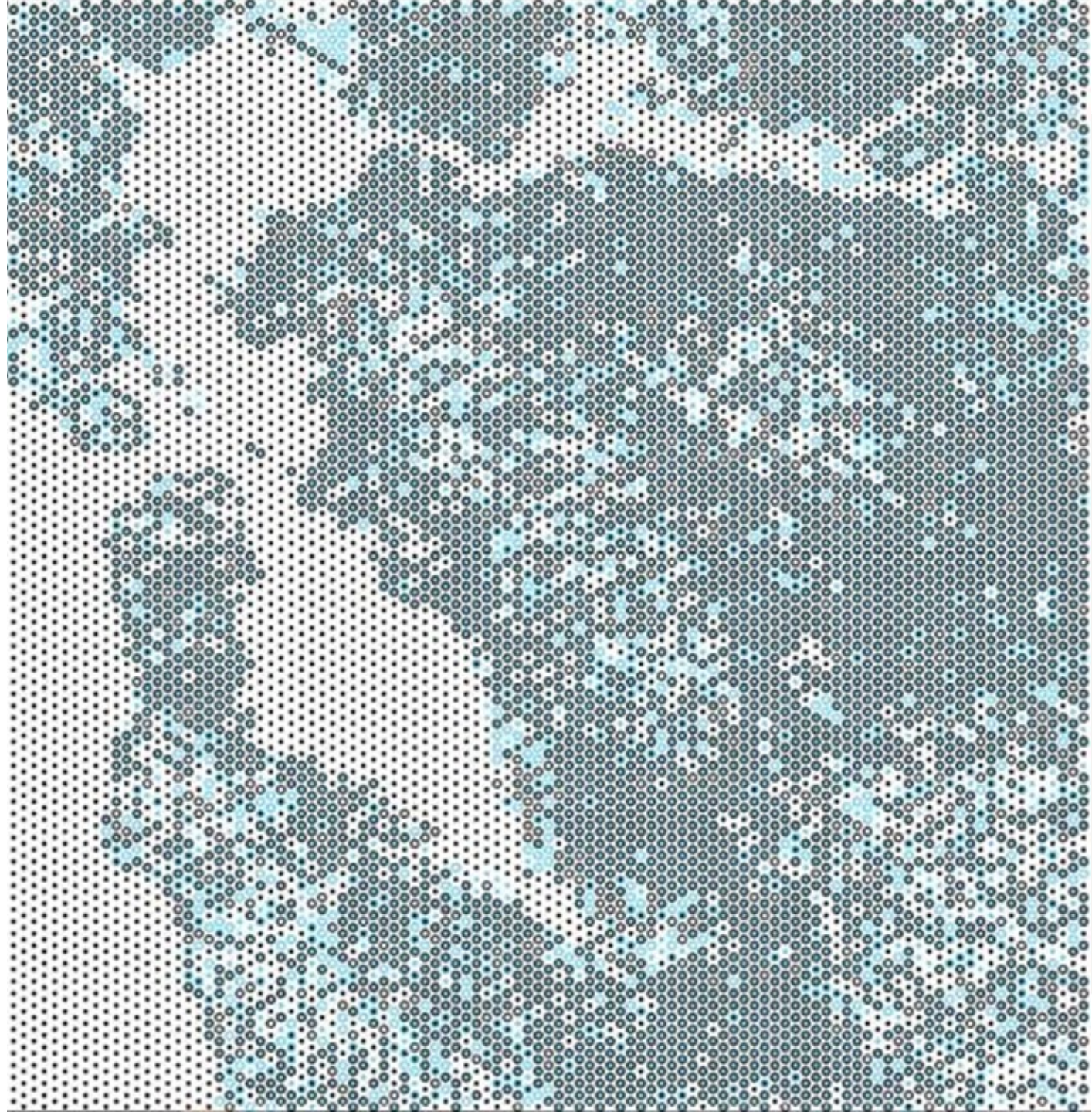# Evaluation Criteria and Process

Questions Criteria Should Address

Which model can best:

- Achieve the most ambitious and impactful of integrated regional network goals?

- Make and act on regional network decisions more quickly?

- Achieve outcomes in a cost-effective manner?

- Be implementable in near term and can mature?

- Be funded?

- Be supported by the public, stakeholders and decision makers?

Proposed Headline Criteria

	Criteria	Description
Effectiveness	Authority	Has authority to decide, execute on accountabilities in clear, timely, enforceable way
	Accountability	Accountable to users and public at large
	Regional outcomes	Capable over time to achieve the ambitious outcomes of an integrated regional network (e.g., customer experience, ridership growth)
	Capability	Having technical and organizational capacity to implement, in transition- and steady-state
	Financial	Can cost-effectively deliver on network management responsibilities
Implementation	Readiness	Deliverable in the near term
	Politically supportable	Broadly supportable; capable of gaining necessary authority, financial tools/resources

Criteria should

- Be reasonable in number
- Measure what matters most
- Highlight key differences and be decision relevant

Two categories:

- **Effectiveness** criteria – assess how good the model is at delivering on RNM

- **Implementation** criteria – assess how easy is it to get it underway

Developing and Using Metrics in Evaluation

Meaningful Metrics

- Develop metrics relevant/scaled to 'strategic case' stage

- Assessment Basis

  - Quantified, Monetized, Qualitative

Process

- Metric development underway

- Informed by

  - Network concept

  - Model definition

  - Engagement: agency/stakeholder staff

Illustrative table showing how range of metrics will be used to highlight consequences (metrics in greater detail and TBC)

Criteria (e.g.)	Performance metric	Status quo	Alternatives	
			Model A	Model B
Capability	Scale (1-5, 5=best)	2	3	5
Readiness	Time to stand up agency	-	1 year	3 years
Financial	Annual cost ($m)	$ 0	$2m	$10m
Etc.	…	…	…	…

Discussion

- Are there any criteria missing?

- Which criteria do you think are the most important for the decisions needed to be taken at this stage?

- Do you have suggestions for quantitative or qualitative evaluation metrics?

Next Steps

Spring/Early Summer

- Fully develop descriptions of the RNM models

- Develop the Reference Concept Network Plan

- Complete accountabilities for RNM (the RNM 'job description') discussed at April Ad Hoc

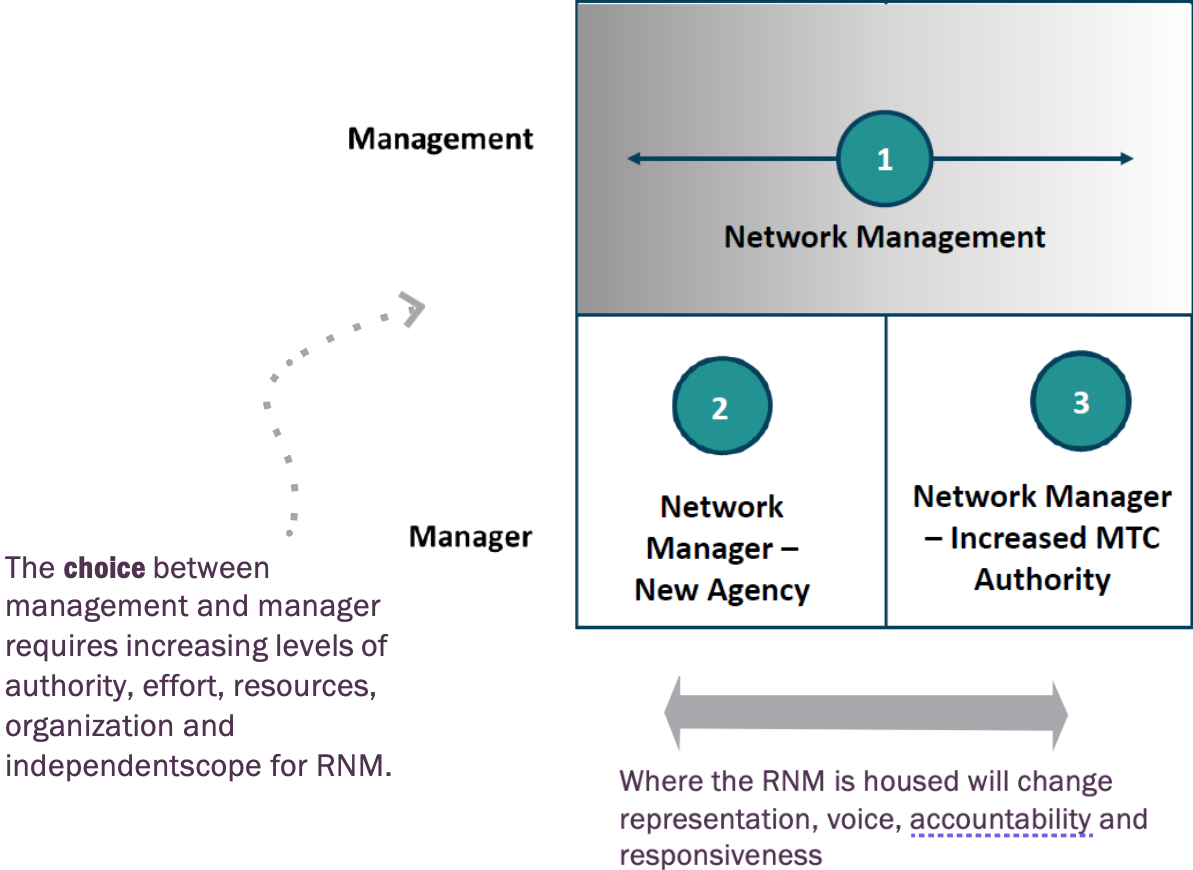- Refine evaluation criteria and develop specific metrics

Mid-late Summer - Initiate Evaluation

- Per model descriptions, undertake and benefits and costs assessment

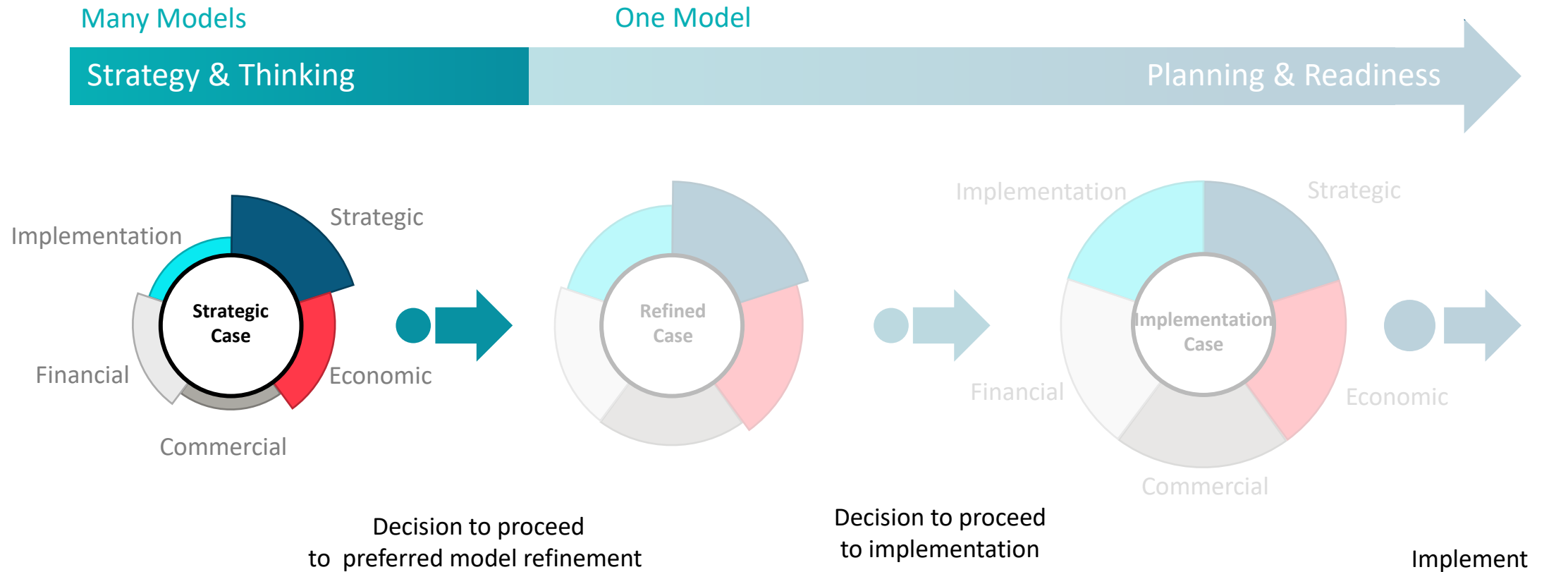- Next AG Meeting: present network reference concept, sketch models and evaluation metrics

Resources

RNM Models Evaluated in 2021

Management

Manager

```
┌─────────────────────────────────────┐
│  ◄──────────  ( 1 )  ──────────►     │
│          Network Management          │
├──────────────────┬──────────────────┤
│      ( 2 )       │      ( 3 )        │
│                  │                   │
│     Network      │  Network Manager  │
│    Manager –     │  – Increased MTC  │
│    New Agency    │     Authority     │
└──────────────────┴──────────────────┘
```

The **choice** between management and manager requires increasing levels of authority, effort, resources, organization and independentscope for RNM.

Where the RNM is housed will change representation, voice, accountability and responsiveness

VIA — A PERKINS EASTMAN STUDIO   ACCESS.   KPMG   Sam Schwartz   InfraStrategies

Business Casing - Level of Detail Appropriate to Decision Gate

Many Models

One Model

Strategy & Thinking

Planning & Readiness

Strategic Case
- Strategic
- Economic
- Commercial
- Financial
- Implementation

Refined Case

Implementation Case
- Strategic
- Economic
- Commercial
- Financial
- Implementation

Decision to proceed to preferred model refinement

Decision to proceed to implementation

Implement

Key Terms

- **Accountable Party/Decision Accountability –** Holding the obligation to ensure the outcome is achieved, and account for its activities and results.

- **Authority/Decision Authority:** Holding the institutional power and tools to enable the accountable party to carry out its assigned duties/obligations.

- **Functional Areas**

  - **System Level –** Highest order network functions for the transit system (Planning, Delivery, Operations)

  - **Transit Element –** A category of functions required to deliver a particular aspect of transit service (e.g. Fares, Wayfinding, Major Projects, Transit Priority etc.)

- **Responsible Party:** Holding responsibility for implementing the decision(s) (doing the work).