

Network Management

DRAFT PRELIMINARY FINDINGS

NOVEMBER 14, 2022

1:00 – 4:00 PM

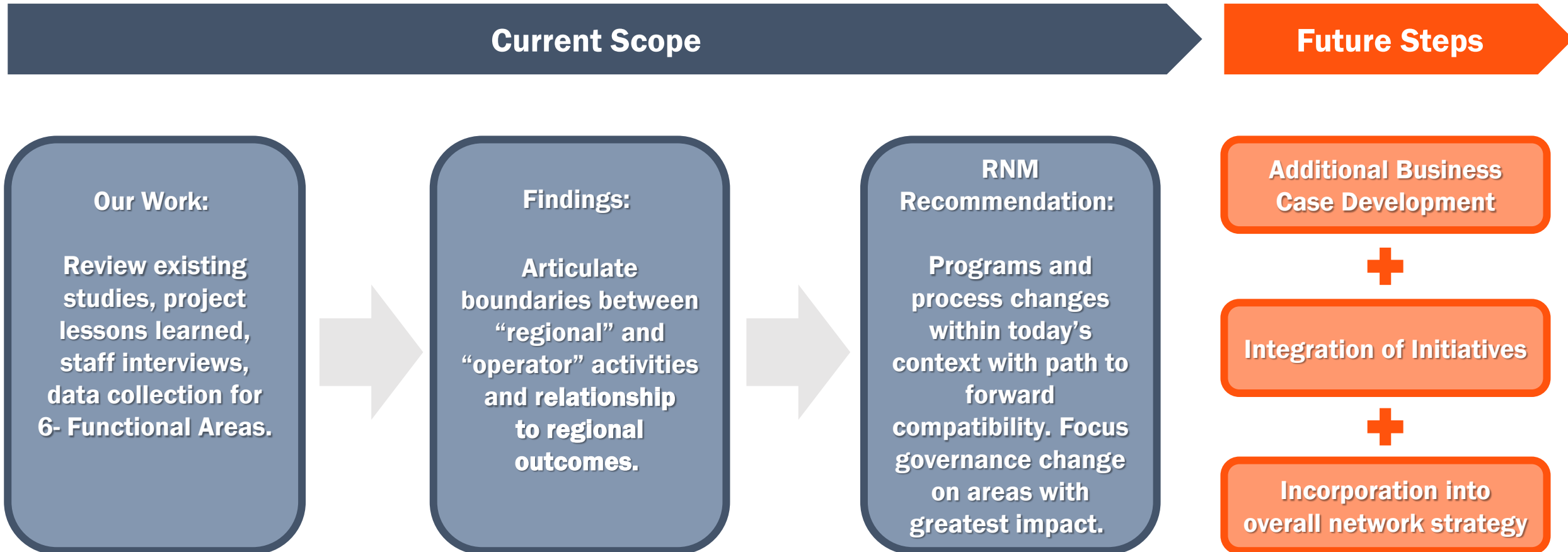
Agenda

- **Welcome & Chair Comments**
Denis Mulligan, Chair (5 min.)
- **Progress Update**
Guy Wilkinson, KPMG (5 min.)
- **Preliminary Functional Area Shifts**
Guy Wilkinson, KPMG (10 min.)
- **Preliminary RNM Framework**
Guy Wilkinson, KPMG (30 min.)
- **Facilitated Discussion**
Denis Mulligan, Chair (1 hr., 35 min.)
- **Next Steps**
Guy Wilkinson, KPMG (5 min.)
- **Public Comment**
All (30 min.)

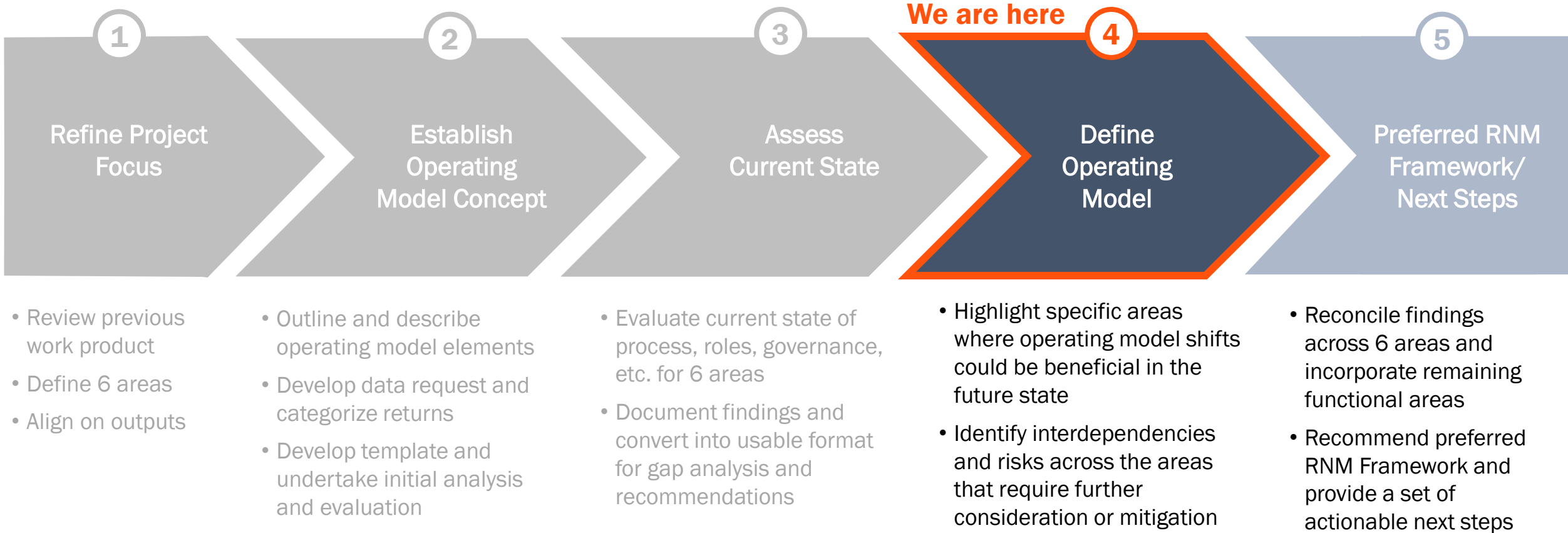


Progress Update

Recap of Scope and Process

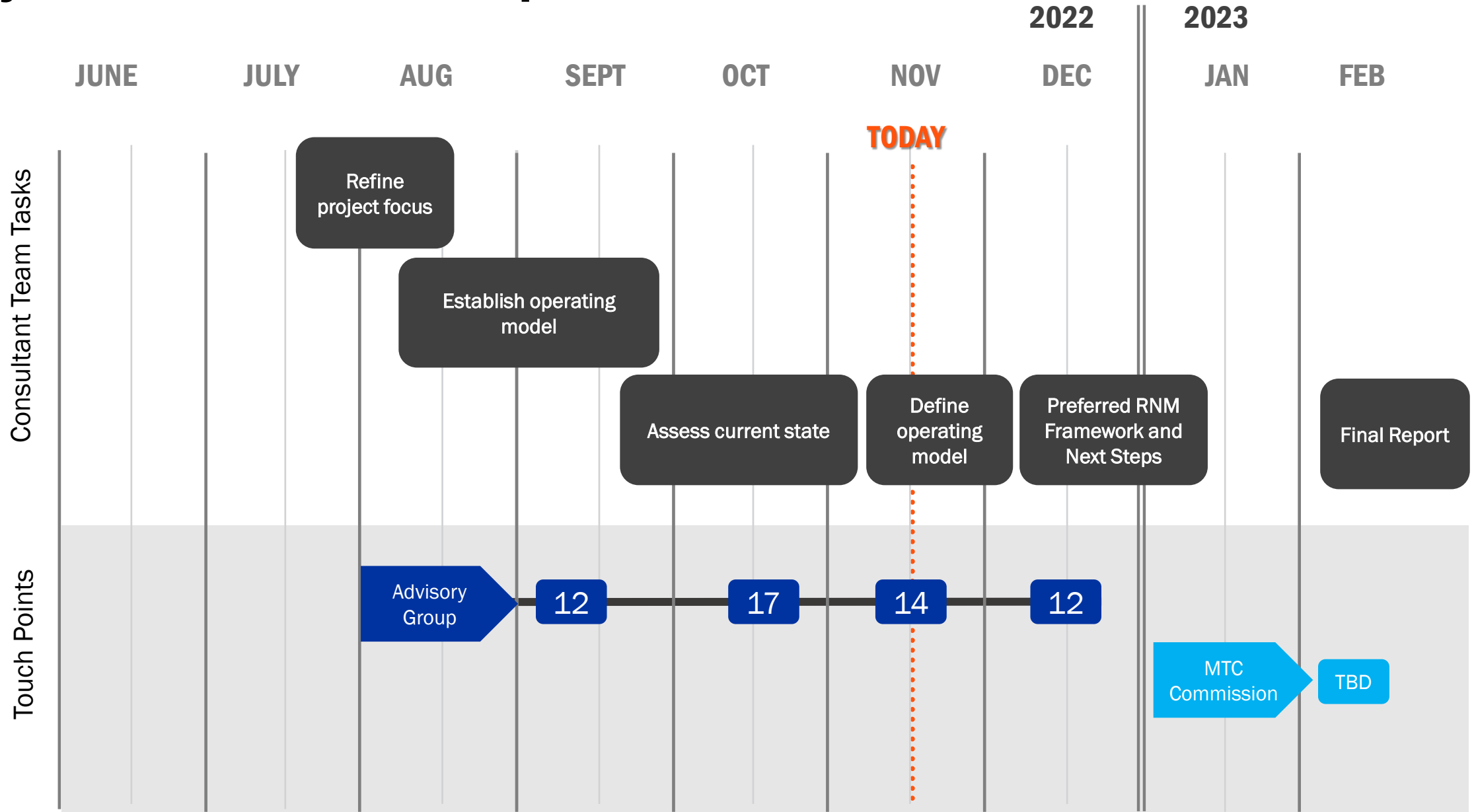


Progress Update

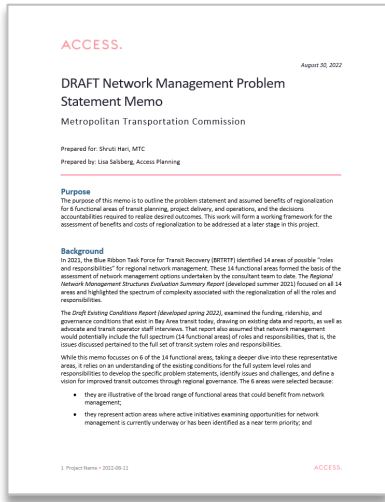


The final steps of the process will define a future-state RNM framework and who might fit into specific roles

Project Schedule & Touchpoints



Since the October AG Meeting, we have completed a range of stakeholder interviews and analysis to identify the preliminary Functional Area shifts and RNM Framework



Memo #1: Problem Statement discussed in the October AG Meeting provided the scope of inquiry and functional area definitions, desired benefits, issues, and accountabilities / responsibilities



Functional Area (FA)	Level 1	Level 2	Current State		Future State	
			Accountability	Responsibility	Accountability	Responsibility
FA1	FA1.1	FA1.1.1	Y	Y	Y	Y
FA1	FA1.1	FA1.1.2	Y	Y	Y	Y
FA1	FA1.1	FA1.1.3	Y	Y	Y	Y
FA1	FA1.1	FA1.1.4	Y	Y	Y	Y
FA1	FA1.1	FA1.1.5	Y	Y	Y	Y
FA1	FA1.1	FA1.1.6	Y	Y	Y	Y
FA1	FA1.1	FA1.1.7	Y	Y	Y	Y
FA1	FA1.1	FA1.1.8	Y	Y	Y	Y
FA1	FA1.1	FA1.1.9	Y	Y	Y	Y
FA1	FA1.1	FA1.1.10	Y	Y	Y	Y
FA1	FA1.1	FA1.1.11	Y	Y	Y	Y
FA1	FA1.1	FA1.1.12	Y	Y	Y	Y
FA1	FA1.1	FA1.1.13	Y	Y	Y	Y
FA1	FA1.1	FA1.1.14	Y	Y	Y	Y
FA1	FA1.1	FA1.1.15	Y	Y	Y	Y
FA1	FA1.1	FA1.1.16	Y	Y	Y	Y
FA1	FA1.1	FA1.1.17	Y	Y	Y	Y
FA1	FA1.1	FA1.1.18	Y	Y	Y	Y
FA1	FA1.1	FA1.1.19	Y	Y	Y	Y
FA1	FA1.1	FA1.1.20	Y	Y	Y	Y
FA1	FA1.1	FA1.1.21	Y	Y	Y	Y
FA1	FA1.1	FA1.1.22	Y	Y	Y	Y
FA1	FA1.1	FA1.1.23	Y	Y	Y	Y
FA1	FA1.1	FA1.1.24	Y	Y	Y	Y
FA1	FA1.1	FA1.1.25	Y	Y	Y	Y
FA1	FA1.1	FA1.1.26	Y	Y	Y	Y
FA1	FA1.1	FA1.1.27	Y	Y	Y	Y
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FA1	FA1.1	FA1.1.97	Y	Y	Y	Y
FA1	FA1.1	FA1.1.98	Y	Y	Y	Y
FA1	FA1.1	FA1.1.99	Y	Y	Y	Y
FA1	FA1.1	FA1.1.100	Y	Y	Y	Y



During today’s meeting, we will review and discuss the proposed shifts in Functional Areas to support improved benefits in relationship to “regionalization considerations.” This has also led to an initial draft of the Short/Near-Term RNM Framework which can be discussed in the “workshop” portion of the meeting

Preliminary Functional Area Shifts

Regionalization for each Functional Area is based on the Regionalization Considerations & Categories:

Will “**regionalizing**” this accountability / responsibility...

C Improve the **C**ustomer Experience

Such as:

- Reduce travel times
- Improve equity
- Simplify the user interface
- Enhance accessibility

and
/ or

E Unlock **E**fficiencies

Such as:

- Enable sharing of costs
- Generate economies of scale
- Reduce time spent on coordination activities
- Reduce duplicative efforts / activities

and

F Be **F**easible

Such as:

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

Preliminary Regional Role for Functional Area Activities

Fare Integration Policy

- Set the **regional vision** for fare integration (C/F)
- Establish regional fare integration **policies** (e.g., Tier 3/4) (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)

Wayfinding & Mapping

- Set the **regional vision** for wayfinding (C/F)
- Establish regional wayfinding **policies** (e.g., design standards, compliance requirements) (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)
- Deliver centralized procurement, where relevant (E/F)

Accessibility

- Align on current-state findings and confirm what a regional vision for accessibility (fixed route and paratransit) entails (C/F)
- Establish regional **policies**, definitions, and metrics for accessibility (e.g., eligibility requirements) (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)

Bus Transit Priority

- Set the **regional vision** for BTP (C/F)
- **For BTP Corridors:** Define corridors, establish standard data / reports; identify needs / initiatives; serve as the central coordination point for state, county, and city stakeholders (C/E/F)
- **For Non-BTP Corridors:** Recommend potential initiatives; serve as the central coordination point for state, county, and city stakeholders (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)

Rail Network Mgmt.

- Set the **vision** for the regional rail network (C/F)
- Translate regional vision into regional implementation plan (project prioritization, sequencing, integration points, project funding, delivery approach, etc.) (C/E/F)

Connected Network Planning

- Identify regional transit gaps to create CNP (C/F)
- Establish and create data tools for regional planning (E/F)
- Identify funding priorities and establish service standards (C/E/F)
- Align CNP gaps and recommendations with county planning guidelines and future updates to Plan Bay Area 2050 (C/F)

Key Takeaways

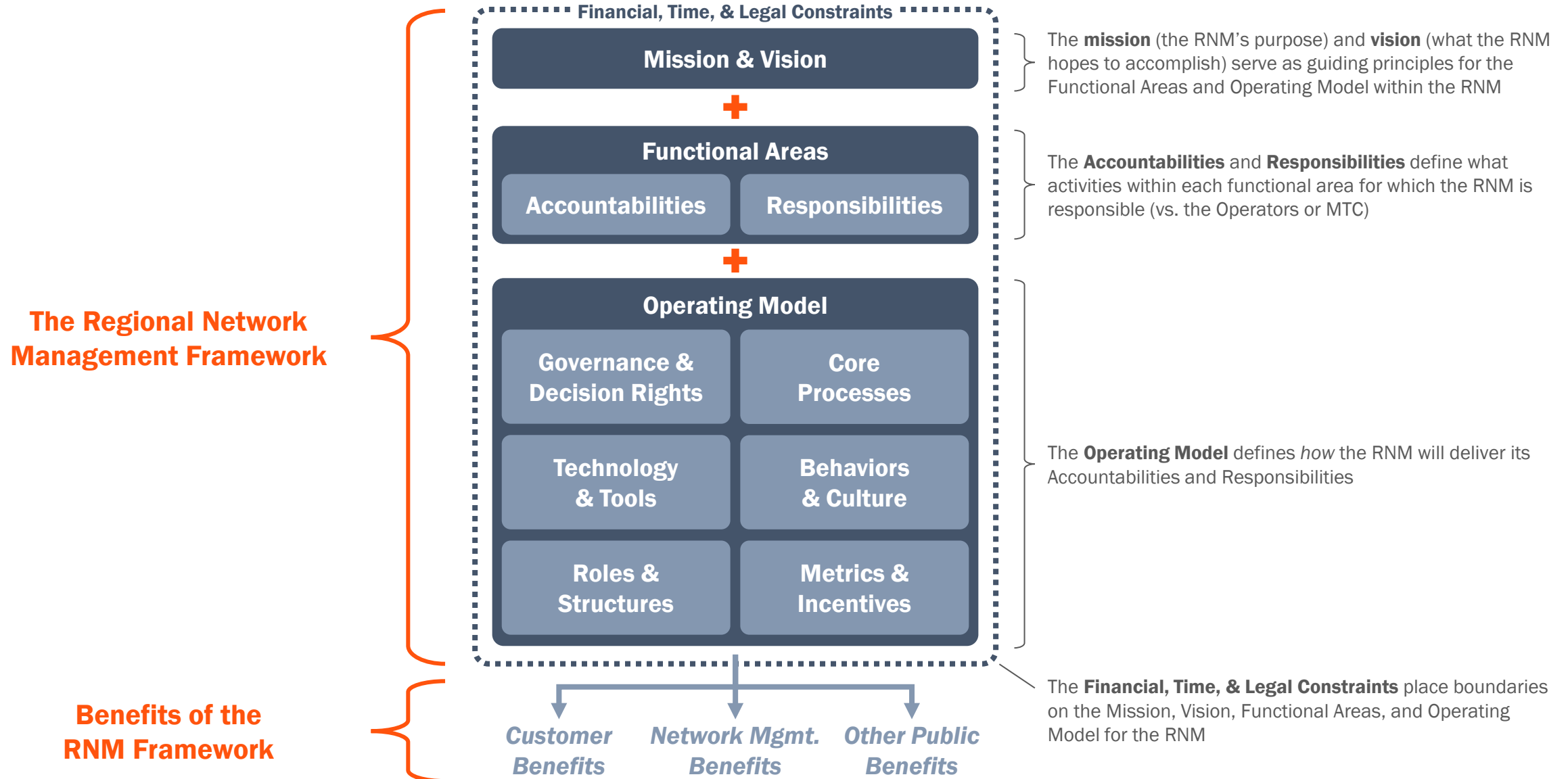
- 1) Regional Role:** Regional entity will set the vision, make select funding decisions, develop the regional policies, create implementation plans, and implement regional programs (as needed) by coordinating stakeholders
- 2) Operator Role:** Operators will be highly involved in regional decision making, provide local stakeholder perspectives / needs, and implement regional policies
- 3) RNM Framework:** RNM Framework will need to be designed to facilitate the effective and efficient interplay of these two roles (see slide 14 for key operating model needs)

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

Note: Additional detail on Functional Area shifts are under ongoing assessments and will be provided at a later date

Preliminary RNM Framework

Refresh: The RNM Framework



Proposed RNM Mission & Vision Statements

Proposed Mission Statement

("Core Purpose")

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

Proposed Vision Statement

("Why")

To advance regional goals in affordability, connectivity, diversity, health, and vibrancy through a unified regional transit system that serves all Bay Area populations

Discussion Question:

Do you think these statements are accurate and effective?

The current-state assessment revealed cross-cutting challenges for which the RNM Operating Model will be focused to address:

Governance and Decision Rights

- Need to establish a single entity to coordinate / drive regional decision making
- Need to place existing / potential customers at the forefront of decision making
- Need to provide then RNM with clear policy purpose and hold the RNM accountable for delivery
- Need to establish common regional objectives / vision

Metrics and Incentives

- Need to establish standardized regional metrics
- Need to give the RNM authority / incentivize participation in regional activities (e.g., through new approaches to funding)
- Need to be able to obtain commitment from the participants in the RNM

Roles and Structures

- Need to leverage existing resource capabilities and capacities in the short/near term, but enable ability to scale over the long term
- Need to provide technical and communications capacity to support Operators
- Need to include a broad range of stakeholders

Behaviors and Culture

- Need to promote collaboration and trust between policy funding bodies and implementation bodies
- Need to ensure cross-integration of regional priorities
- Need to find right leader to drive the growth and success of the RNM and regional objectives

Core Processes

- Need to improve planning / coordination processes
- Need to provide a simpler interface for key stakeholders / riders to provide input or coordinate activities
- Need to enable faster and more inclusive decision-making processes

Technology and Tools

- Need to establish regional tools (e.g., regional travel market/demand model)
- Need to establish common language for data collection and reporting
- Need to enable centralized / shared procurement, where beneficial / possible



To address these challenges, the RNM will need three key elements

Regional Visioning Element

- Set the strategic vision / direction and ensure outcomes for customers
- Be accountable for regional transit network policy and priorities
- Approve / create / revise regional policies
- Approve new and existing sources of funding

Steering Element

- Provide / reach consensus on policy recommendations (to be approved by Regional Visioning Element or Operators)
- Define and report performance metrics on outcomes for RNM
- Guide Administrative / Operational Element on execution
- Provide a voice to key stakeholders to enable trust

Administrative / Operational Element

- Develop policy recommendations / options to be acted on by Steering Element
- Support the Steering Element through subject matter expertise, execution, and coordination
- Provide a voice to key stakeholders to enable trust
- Provide a dedicated staff and tools to enable execution and provide capacity support

These three elements can be delivered through several components

Regional Visioning Element

MTC: 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

RNM Executive Board: Board 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

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

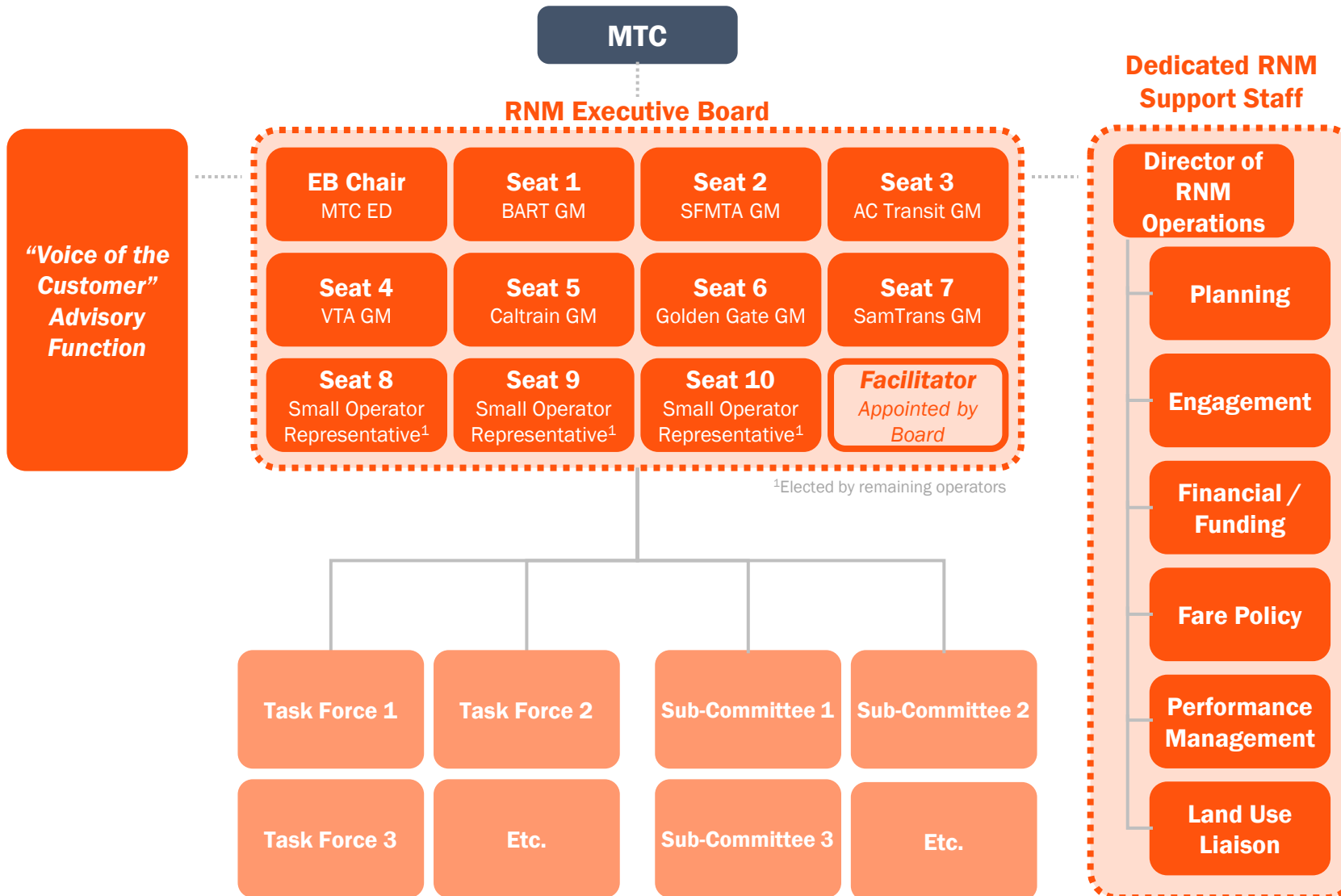
Administrative / Operational Element

Task Forces: *Temporary* 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 *targeted* topics

Sub-Committees: *Longer-term* 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 *ongoing* topics

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

Preliminary Short / Near-Term RNM Structure



✓ Customer Focused:

- Enables highly inclusive decision making to bring a broad range of perspectives
- Dedicated “Voice of the Customer” element to keep the customer at the forefront of decision making

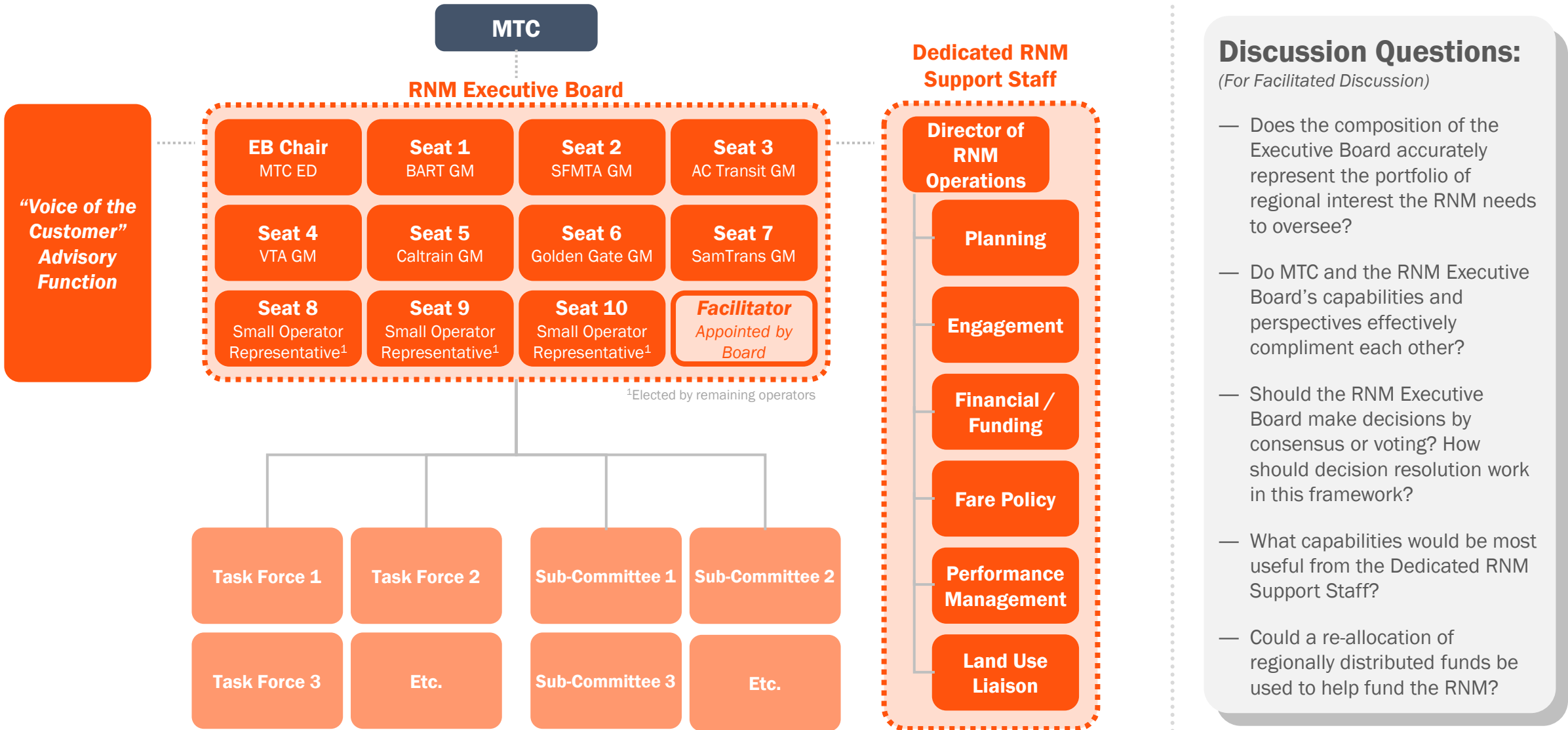
✓ Structured for Scale:

- Task Forces and Sub-Committees can be added or subtracted as additional Functional Areas are added or regional priorities shift
- Team of Dedicated Support Staff can grow over time to provide needed capacity to Operators
- Joint teams, with potential opportunities for seconded staff, enable high quality proposals to reach the Executive Board, driving effective use of GM time

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

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

Preliminary Short / Near-Term RNM Structure



Evolution Opportunities for the Long-Term RNM Framework

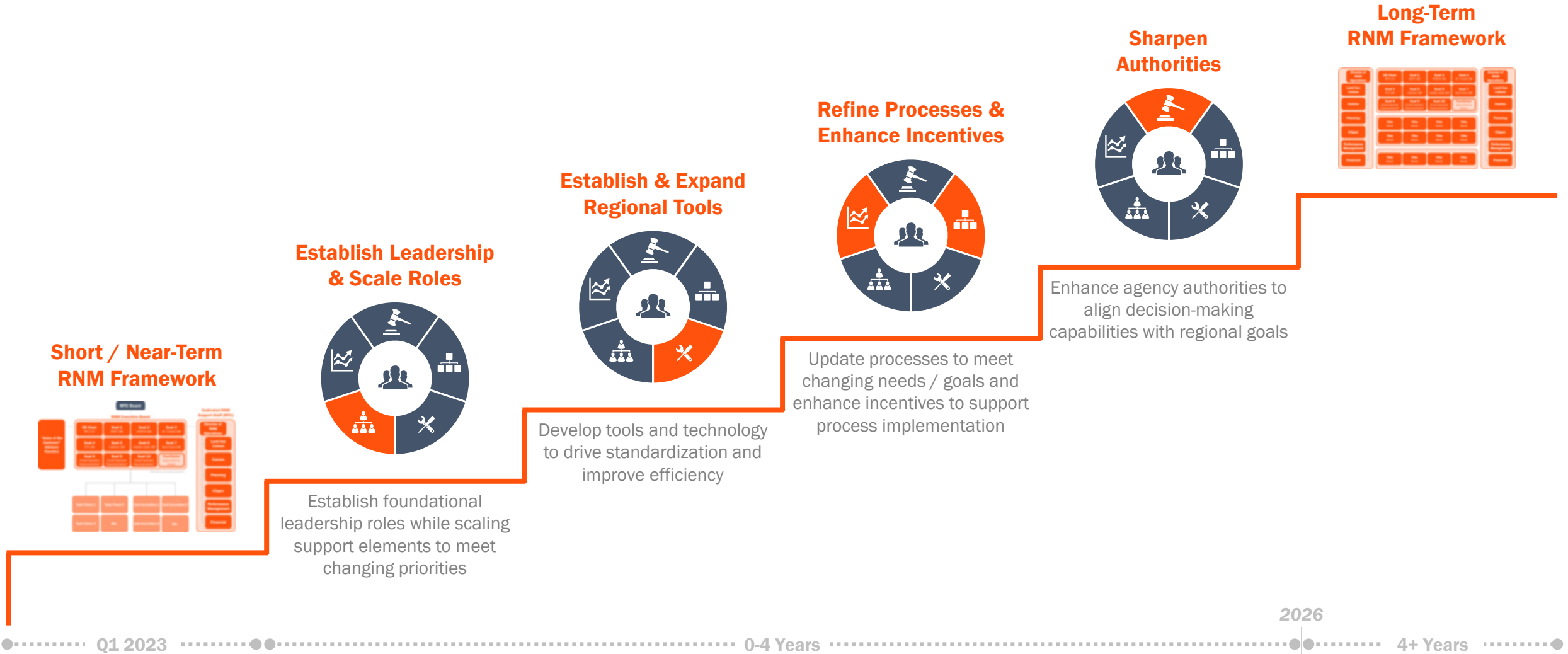
- 1 While funding can help incentivize the implementation of policy recommendations of the RNM, the limited authority of the RNM / MTC may limit the adoption of policy recommendations by all Operators
- 2 Current funding authorities may limit the ability to fully incentivize / align regional outcomes
- 3 Limited ability to establish new funding sources
- 4 Large number of participatory entities may make decision making, coordination, and stakeholder engagement challenging / inefficient
- 5 May not provide “true” regional delivery capabilities (versus regional policy / decision making)
- 6 Balancing accountability of GMs participating on RNM Executive Board

Discussion Questions:

What are some of the strengths of the Short / Near-Term RNM?

What are the other evolution opportunities for the Long-Term RNM?

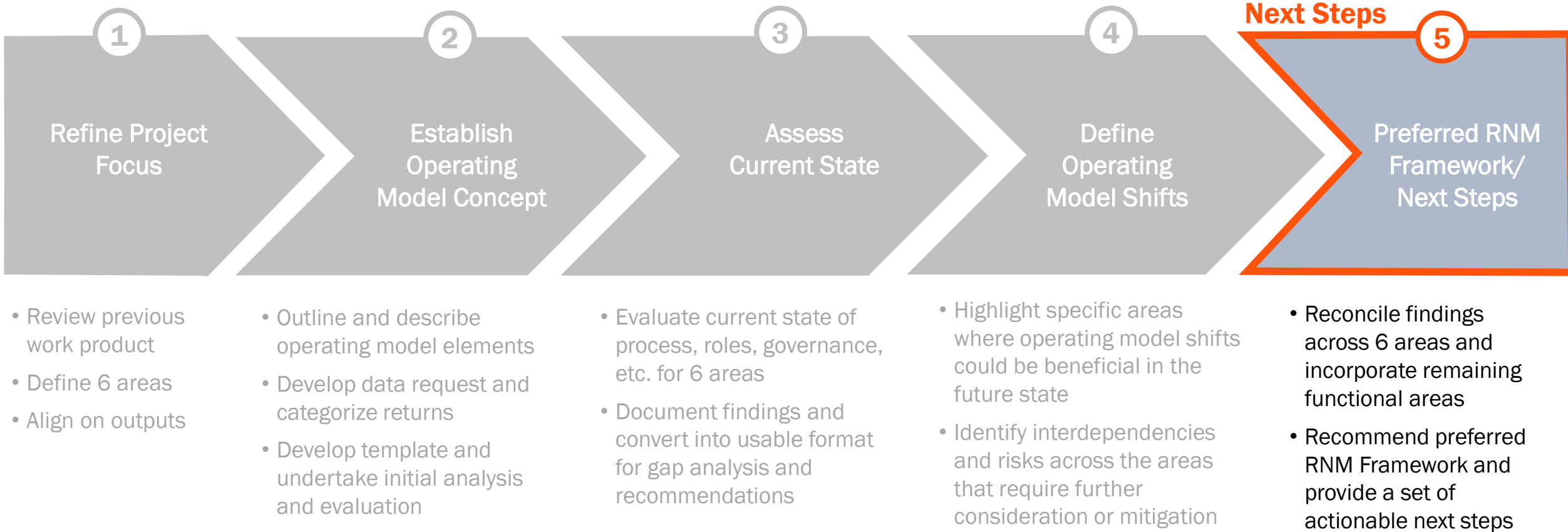
How the Operating Model Framework will Drive Long-Term Evolution of the RNM Framework



Note: Illustrative

Next Steps

Progress Update



The final steps of the process will define a future state RNM framework and who might fit into specific roles