



375 Beale Street, Suite  
800  
San Francisco, CA 94105

## Meeting Agenda

### Network Management Business Case Advisory Group

*Denis Mulligan, Chair*

*Alicia John-Baptiste, Vice-Chair*

*Michelle Bouchard, Bill Churchill, Hayley Currier,  
Carolyn Gonot, Michael Hursh, Adina Levin, James Lindsay,  
Therese McMillan, Bob Powers, Suzanne Smith,  
Jeff Tumlin, Jim Wunderman*

---

Monday, June 6, 2022

1:00 PM

REMOTE

---

The Network Management Business Case Advisory Group is scheduled to meet on Monday, June 6, 2022 at 1:00 p.m., in the Bay Area Metro Center (Remotely). In light of Governor Newsom's State of Emergency declaration regarding COVID-19 and in accordance with Assembly Bill 361's (Rivas) provisions allowing remote meetings, this meeting will be accessible via webcast, teleconference, and Zoom for all participants. A Zoom panelist link for meeting participants will be sent separately to committee, commission, or board members.

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:

Attendee Link: <https://bayareametro.zoom.us/j/81663247684>

Or iPhone one-tap: US: +13462487799,,81663247684# or +16699006833,,81663247684#

Or Join by Telephone: (for higher quality, dial a number based on your current location) US:

+1 408 638 0968 or +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or

+1 312 626 6799 or +1 646 876 9923 or +1 301 715 8592 or

877 853 5247 (Toll Free) or 888 788 0099 (Toll Free)

Webinar ID: 816 6324 7684

International numbers available: <https://bayareametro.zoom.us/u/kz2Bv8lci>

Detailed instructions on participating via Zoom are available at:

<https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom>. Committee members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial "\*9". In order to get the full Zoom experience, please make sure your application is up to date.

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 in the subject line. Due to the current circumstances there may be limited opportunity to address comments during the meeting. All comments received will be submitted into the record.

## 1. Roll Call / Confirm Quorum

*A Quorum of this Advisory Group shall be a majority of its voting members (8)*

## 2. Chair Comments

*Chair Mulligan*

## 3. Consent Calendar

[22-1033](#) Minutes of the May 2, 2022 Meeting

**Action:** Approval

**Attachments:** [Minutes of the May 2, 2022 Meeting](#)

## 4. Business Case Evaluation Methodology and Models

*Overview of business case evaluation process, summary of approach for alternatives development, summary outline for Network Manager and Network Management models.*

[22-1034](#) Business Case Evaluation Methodology and Models

**Action:** Information

**Presenter:** VIA - A Perkins Eastman Studio

**Attachments:** [Item 4 Presentation](#)

## 5. Draft Evaluation Criteria and Process

*Description of the draft criteria being developed to evaluate Regional Network Management alternatives and process for analysis.*

[22-1035](#) Draft Evaluation Criteria and Process

**Action:** Information

**Presenter:** VIA - A Perkins Eastman Studio

**Attachments:** [Item 5 Presentation](#)

## 6. Chair Closing Remarks

*Chair Mulligan*

## 7. Public Comments / Other Business

[22-1036](#) Public Comments

## 8. Adjournment / Next Meeting

*The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, July 25, 2022 at 1:00 p.m. remotely and by webcast as appropriate. 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 Titulo VI:** La MTC puede proveer asistencia/facilitar la comunicación a las personas discapacitadas y los individuos con conocimiento limitado del inglés quienes quieran dirigirse a la Comisión. Para solicitar asistencia, por favor llame al número 415.778.6757 o al 415.778.6769 para TDD/TTY. Requerimos que solicite asistencia con tres días hábiles de anticipación para poderle proveer asistencia.

---

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

All items on the agenda are subject to action and/or change by the Committee. Actions recommended by staff are subject to change by the Committee.



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 22-1033      **Version:** 1      **Name:**

**Type:** Action Item      **Status:** Committee Approval

**File created:** 5/27/2022      **In control:** Network Management Business Case Advisory Group

**On agenda:** 6/6/2022      **Final action:**

**Title:** Minutes of the May 2, 2022 Meeting

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Minutes of the May 2, 2022 Meeting](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

**Subject:**  
Minutes of the May 2, 2022 Meeting

**Recommended Action:**  
Approval

**Attachments:**



## Meeting Minutes - Draft

### Network Management Business Case Advisory Group

*Denis Mulligan, Chair*

*Alicia John-Baptiste, Vice-Chair*

*Michelle Bouchard, Bill Churchill, Hayley Currier,  
Carolyn Gonot, Michael Hursh, Adina Levin, James Lindsay,  
Therese McMillan, Bob Powers, Suzanne Smith,  
Jeff Tumlin, Jim Wunderman*

---

Monday, May 2, 2022

1:00 PM

REMOTE

---

#### 1. Roll Call / Confirm Quorum

Jim Lawson acted as a delegate and voting member of the Advisory Group in place of Carolyn Gonot. Actions noted below as "Gonot" were taken by Jim Lawson.

**Present:** 14 - Member Hursh, Member Powers, Member Bouchard, Member Mulligan, Member Tumlin, Member Gonot, Member McMillan, Member Levin, Member Lindsay, Member Wunderman, Member Smith, Member John-Baptiste, Member Currier, and Member Churchill

#### 2. Chair Comments

#### 3. Consent Calendar

**Upon the motion by Member John-Baptiste and second by Member Hursh, the Consent Calendar was unanimously approved. The motion carried by the following vote:**

**Aye:** 14 - Member Hursh, Member Powers, Member Bouchard, Member Mulligan, Member Tumlin, Member Gonot, Member McMillan, Member Levin, Member Lindsay, Member Wunderman, Member Smith, Member John-Baptiste, Member Currier and Member Churchill

**Aye:** 14 - Member Hursh, Member Powers, Member Bouchard, Member Mulligan, Member Tumlin, Member Gonot, Member McMillan, Member Levin, Member Lindsay, Member Wunderman, Member Smith, Member John-Baptiste, Member Currier and Member Churchill

[22-0655](#) Minutes of the March 7, 2022 Meeting

**Action:** Approval

**Attachments:** [Minutes of the March 7, 2022 Meeting](#)

This Action Item was approved.

#### 4. Existing Conditions

[22-0656](#) Existing Conditions

**Action:** Information

**Presenter:** VIA - A Perkins Eastman Studio

**Attachments:** [Existing Conditions Presentation](#)

#### 5. Network Management Functional Areas

[22-0739](#) Network Management Functional Areas

**Action:** Information

**Presenter:** VIA - A Perkins Eastman Studio

**Attachments:** [Network Management Functional Areas Presentation](#)

#### 6. Chair's Closing Remarks

#### 7. Public Comments / Other Business

The following individuals spoke on this item:

Wendi Kallins;

George Spies;

Daveed Mandell;

Joe Kunzler;

Aleta Dupree;

Warren Cushman;

Richard Hedges;

John Minot;

Nishant Kheterpal;

Sid Kotapati;

Ian Griffiths;

Christine Fitzgerald; and

Mary Lim-Lampe, Executive Director of Genesis.

[22-0883](#) Public Comments

**Attachments:** [Comment Letter Accessible Transportation and Network Management](#)

#### 8. Adjournment / Next Meeting

The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, June 6, 2022 at 1:00 p.m. remotely and by webcast as appropriate. 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)

**File #:** 22-1034      **Version:** 1      **Name:**

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

**File created:** 5/27/2022      **In control:** Network Management Business Case Advisory Group

**On agenda:** 6/6/2022      **Final action:**

**Title:** Business Case Evaluation Methodology and Models

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Item 4 Presentation](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

**Subject:**  
Business Case Evaluation Methodology and Models

**Presenter:**  
VIA - A Perkins Eastman Studio

**Recommended Action:**  
Information

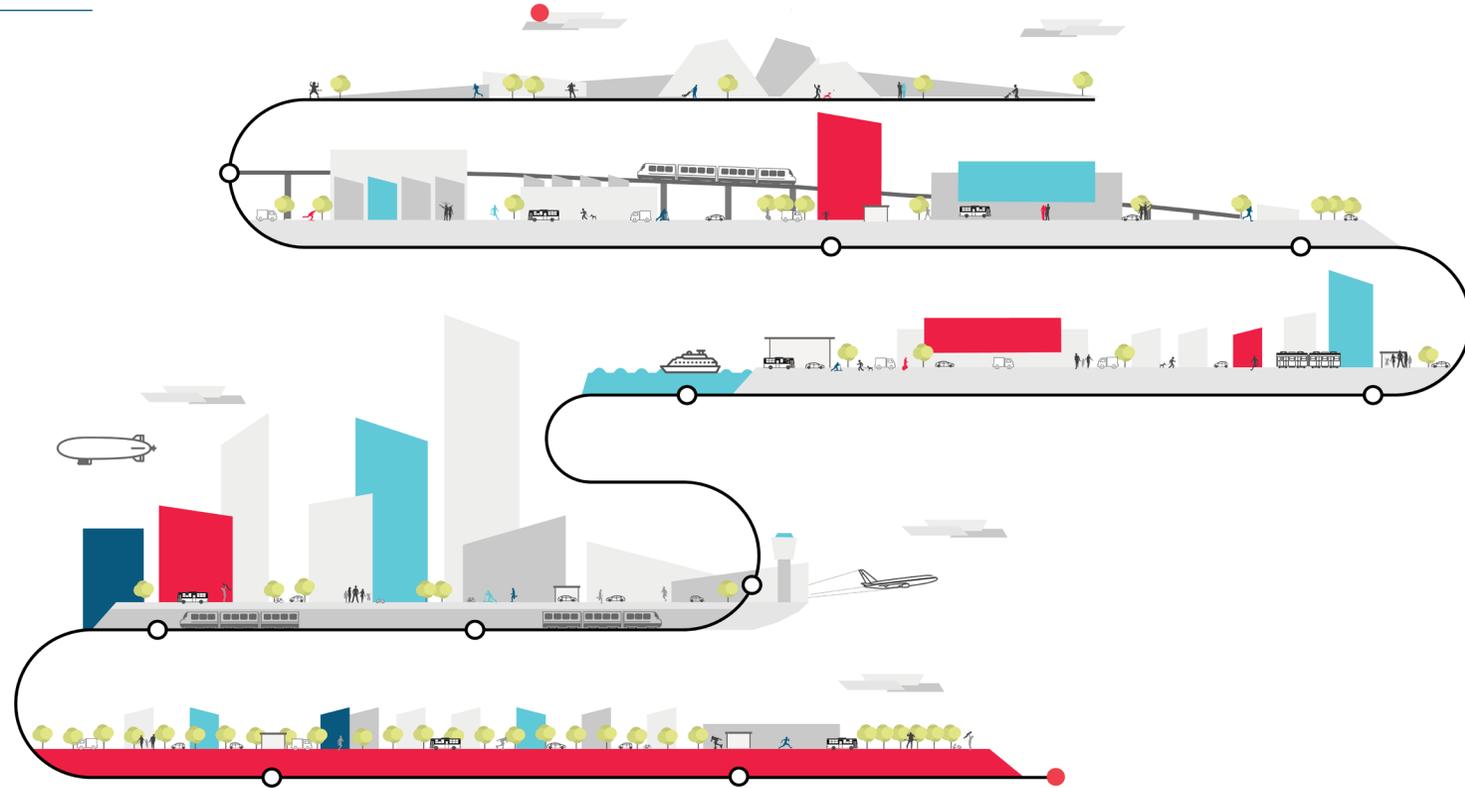
**Attachments:**

June 6, 2022

# Advisory Committee

## Network Management Business Case Evaluation

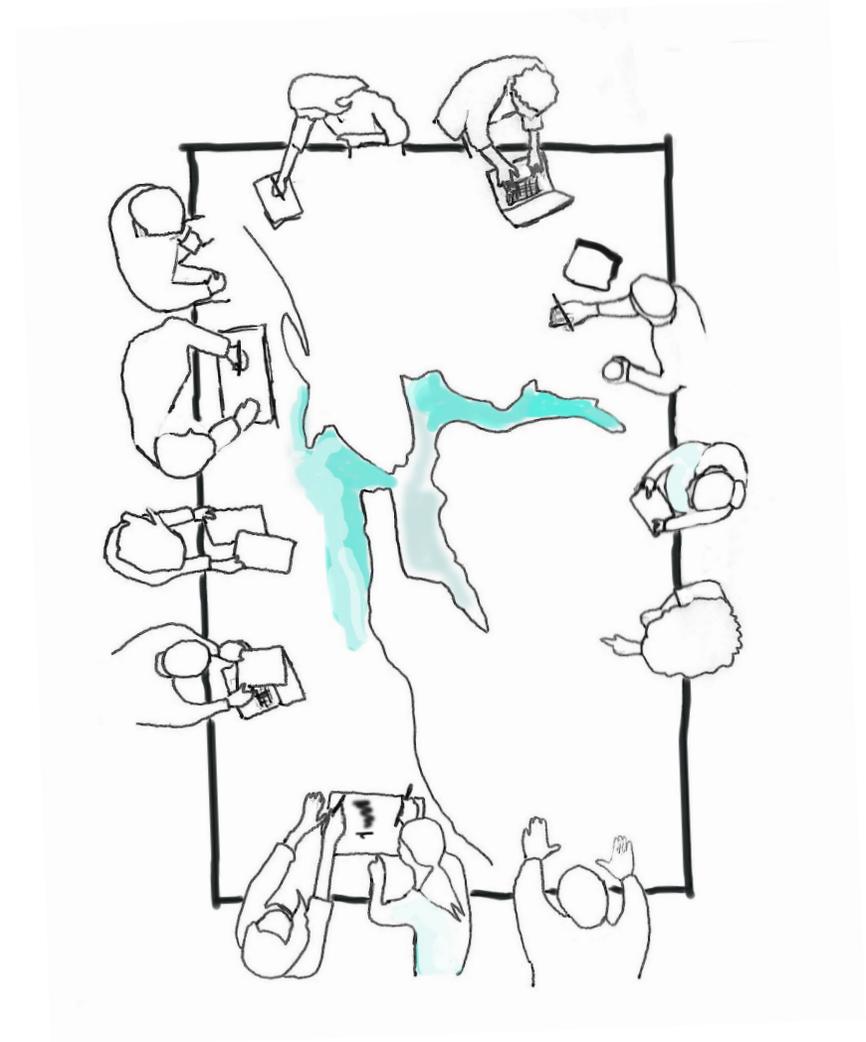
---



# Today's Objectives

Advisory Group Feedback On:

1. Soundness of Business Case evaluation methodology
2. Model development approach
3. Evaluation criteria that matter most



# Agenda

1. Introduction	10 minutes
<ul style="list-style-type: none"><li>▪ Project status/schedule, team introductions</li><li>▪ Follow-up from May Advisory Group</li><li>▪ Ad Hoc meeting (May 23) summary</li></ul>	
2. Business Case Evaluation Methodology and Models	45 minutes
<ul style="list-style-type: none"><li>▪ Summary of approach</li><li>▪ Sketch level models</li></ul>	
3. Evaluation Criteria and Process	30 minutes
4. Wrap-up and Next Steps	5 minutes

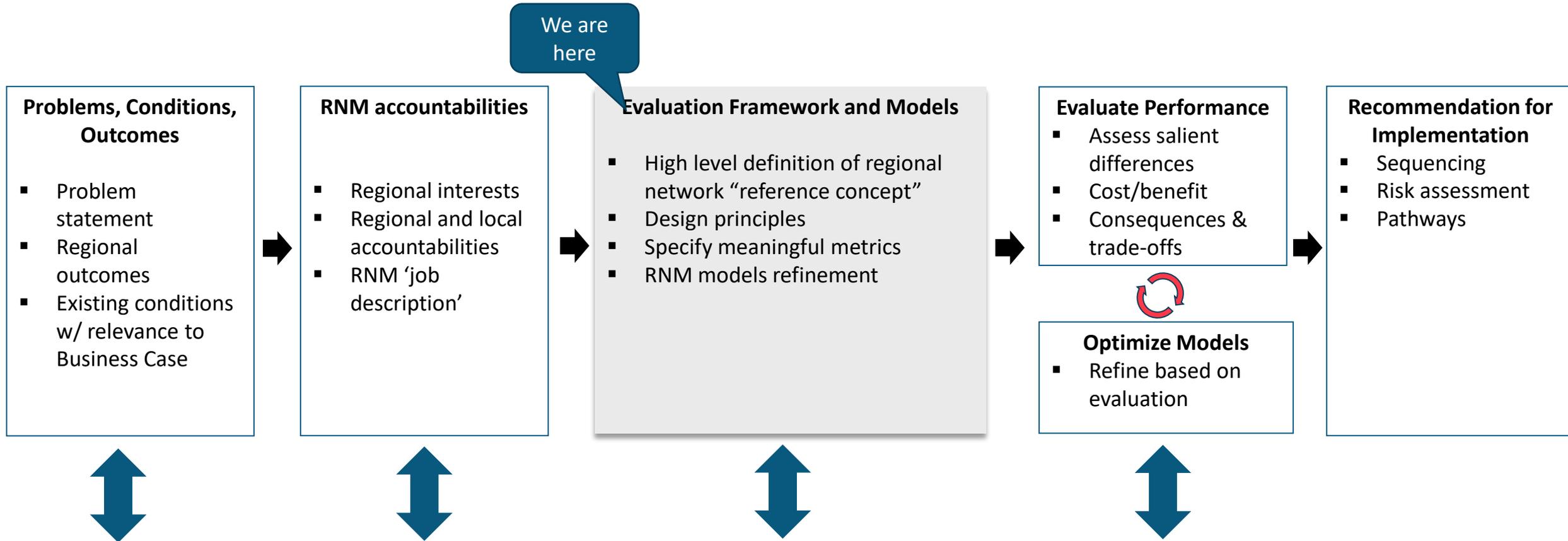
# Blue Ribbon Adopted Problem Statement

Public transit services in the San Francisco Bay Area are operated by 27 agencies, each with its own unique policies, procedures, and operating practices best suited for their immediate service areas and local priorities; and not organized to support customer-friendly, inter-agency travel. Strong collaborative action is needed to restore and grow transit ridership to reach the ambitious targets associated with Plan Bay Area 2050's vision of a more affordable connected, diverse, healthy, and vibrant Bay Area for all.



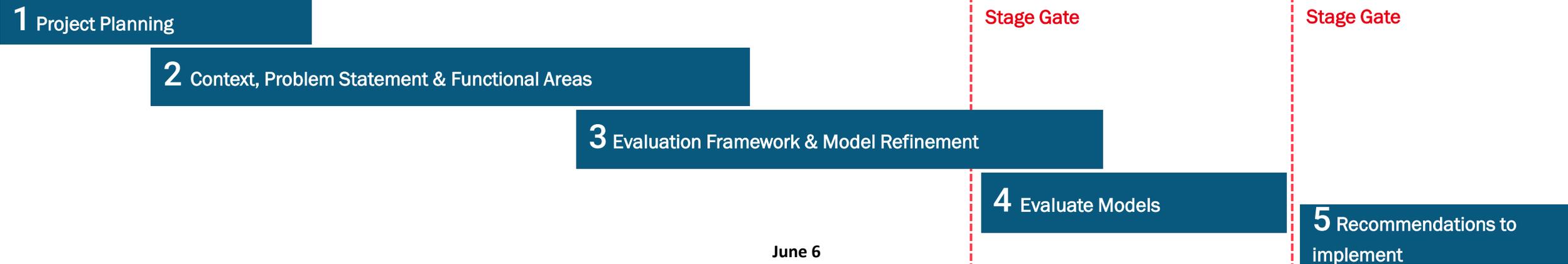
**Governance problem to solve for:**  
**Deciding and acting with a regional voice on regional transit and funding.**

# Engagement Shapes RNM process



Collaborative development staff and executive – stakeholders, operators.  
Dialogue and “check points” to explore, refine, stress test, course correct at formative points.

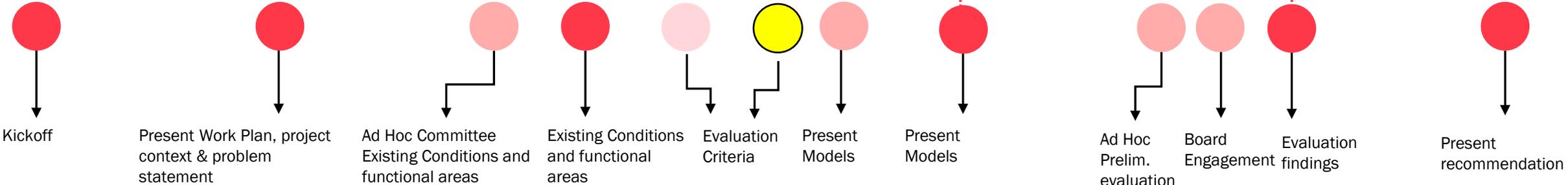
# Schedule



Stage Gate

Stage Gate

June 6



Ongoing engagement with Staff and Stakeholders

**Legend**

- Advisory Group Engagement
- Other stakeholder engagement; (Ad Hoc)
- Staff & Stakeholder engagement



# Consultant Takeaways - May Advisory Group

- Need to balance maintaining local service funding while moving towards improved regional outcomes
- Qualified agreement on design principles
  - Comments around 'all accountabilities' principle
- Accountabilities – discussion points
  - Megaprojects - important distinction between planning/priority setting and delivery
    - Delivery is important/complex, but not essential to RNM business case direction – address separately
  - Some outstanding areas (e.g. fares) to be resolved in RNM definition stage (June)

# Ad Hoc Meeting (May 23) Summary

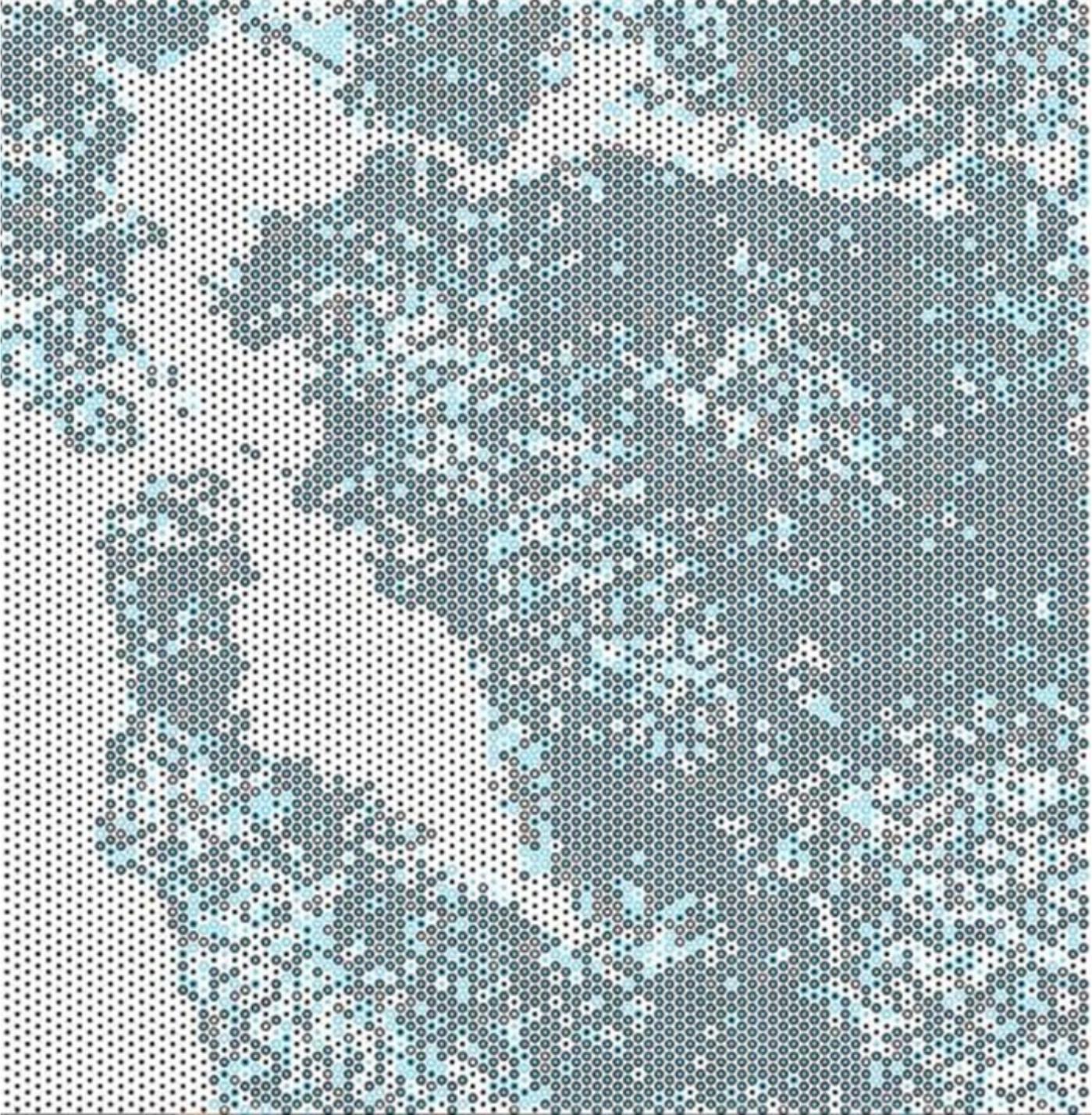
# Business Case Evaluation Methodology



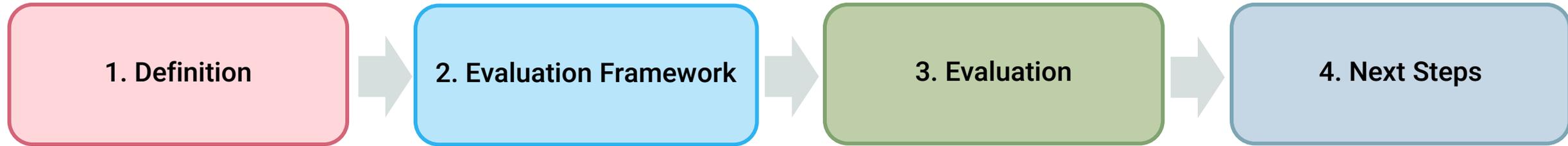
ACCESS.



Sam Schwartz



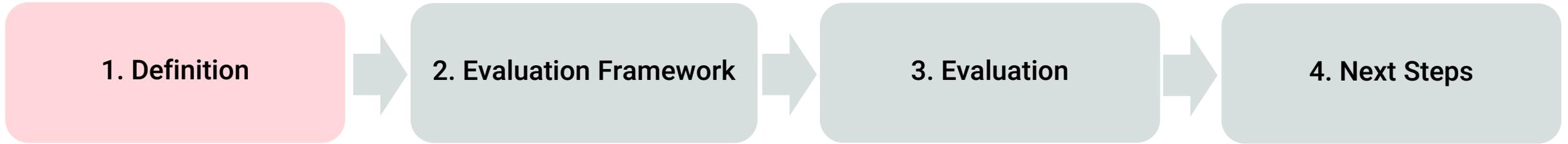
# Evaluation Methodology in Four Stages



Purpose (per RFP):

- “...select a preferred alternative structure(s) for Regional Network Management (RNM) and recommend next steps to achieve implementation.”

# 1. Definition Stage



## 1.1 Define What to Govern

- Regional interests for network management
- Regional system definition
  - Component (rail, bus, customer, etc)
  - Considerations for inclusion

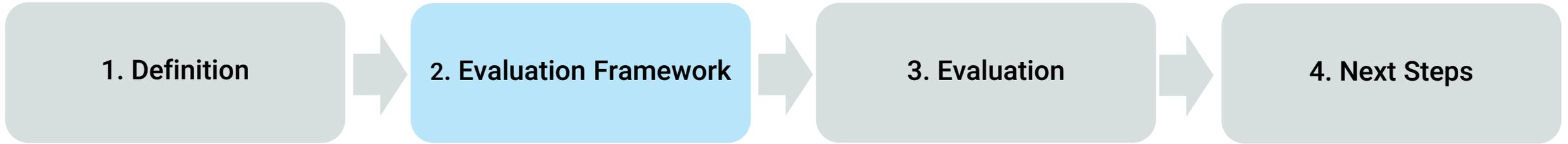
**OUTPUT: Regional Network Reference Concept**

## 1.2 Define How to Govern

- Decision accountabilities of RNM, partners
- Design principles for RNM
- **Organizational building blocks** (processes, functions, capabilities)

**OUTPUT: Requirements for Models**

## 2. Evaluation Framework Stage



### 2.1 Confirm RNM Models

- Define the base case
- At least two models: Manager, Management
- Define any permutations

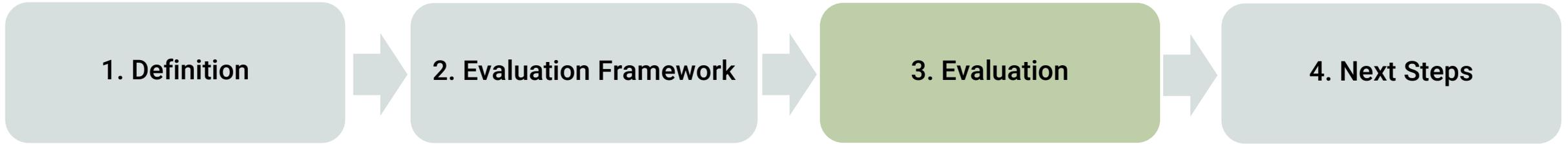
**OUTPUT: RNM Sketch Models**

### 2.2 Develop Evaluation Criteria

- Define headline criteria that compare the efficacy of models
- Identify criteria with highest decision relevance
- Define metrics relevant to model evaluation

**OUTPUT: Evaluation Criteria and Metrics**

# 3. Evaluation Stage



## 3.1 Perform Evaluation

- Differentiate models in terms of, e.g.:
  - End-state costs and benefits?
  - Funding sources and requirements?
  - Consequences/risks? Readiness?

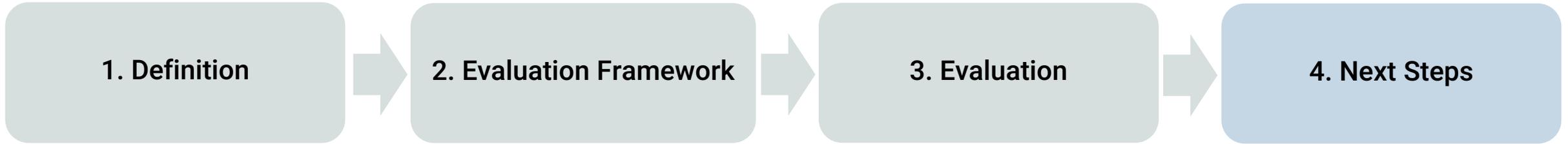
**OUTPUT: Evaluation Summary**

## 3.2 Optimize Models

- Could the model(s) be further improved?
- Does a 'preferred' model emerge from the assessment?

**OUTPUT: Overview of Optimized Models**

# 4. Implementation Approach Stage

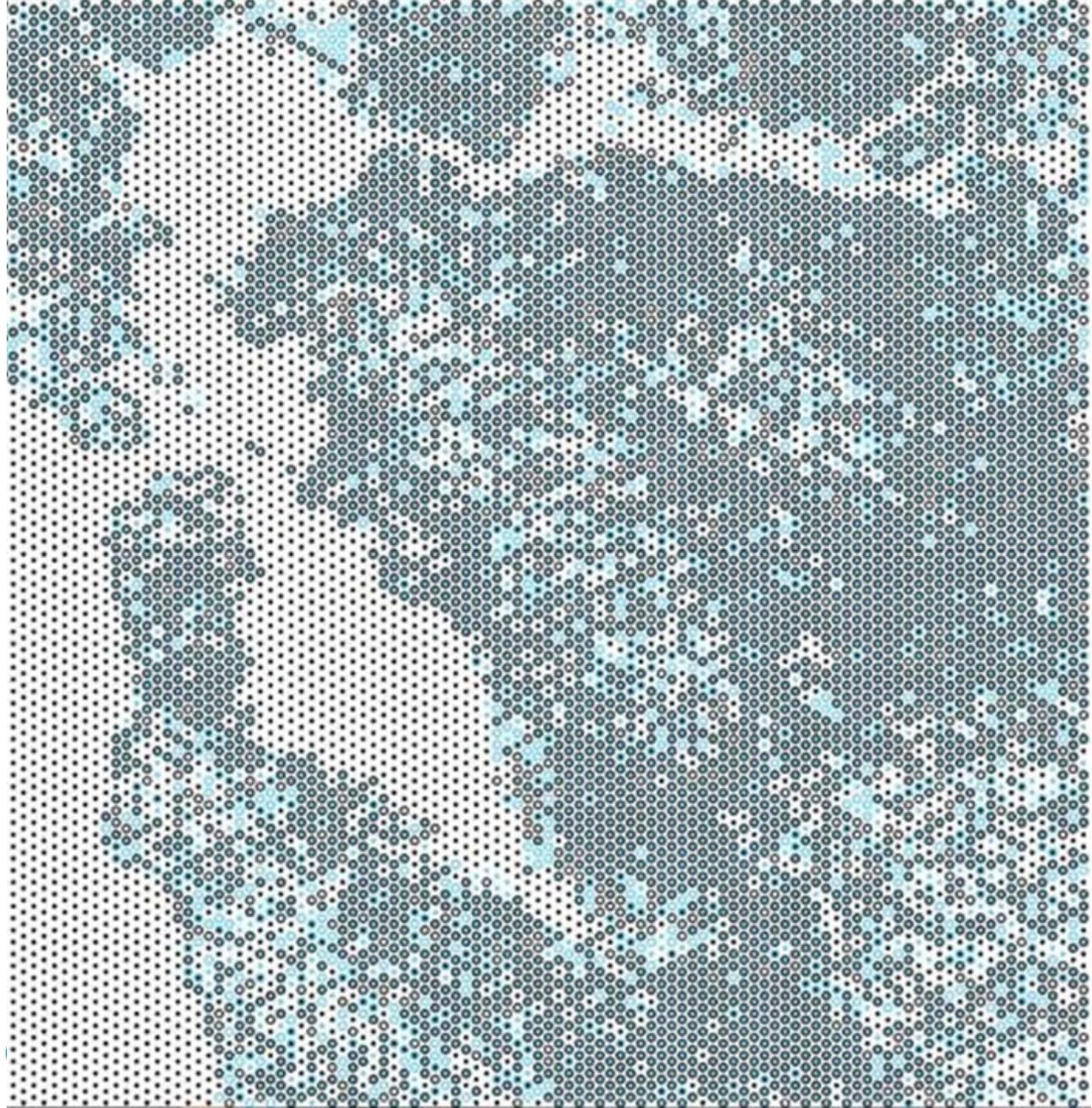


- Legislative, regulatory, agreement tools
- Partnering and interagency agreements
- Risks management and mitigation
- Decision milestones that would support full implementation

- Transition of initiatives and organizations
- Requirements for future detailed business case development

**OUTPUT: Implementation Approach**

# Business Case Evaluation - Models



# Business Case Questions – Then and Now

## Question 1: Summer 2021

Is network management needed to meet regional transit outcomes?



Yes, Per BTRTF  
RNM Needed

## Question 2: This Process

What is the best model for the RNM?



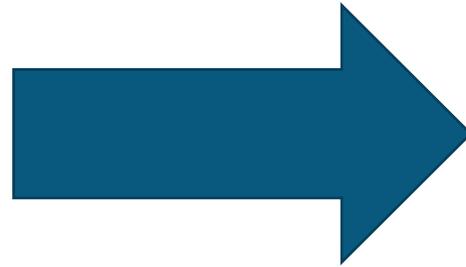
Model A

Model B

Model...

# RNM Decision Accountabilities - Updated

For the  
system/network  
defined as  
'regional interest'



## Decision accountability areas *and responsibilities* to be addressed

### Network Policy and Planning

- Connected regional network planning (all modes)
- Rail, bus, paratransit, ferry, hubs
- Regional transit harmonization policies, e.g.:
  - Wayfinding
  - Customer information
  - Fare integration
  - Accessible services
  - Equity
- Funding of regional system, prioritization

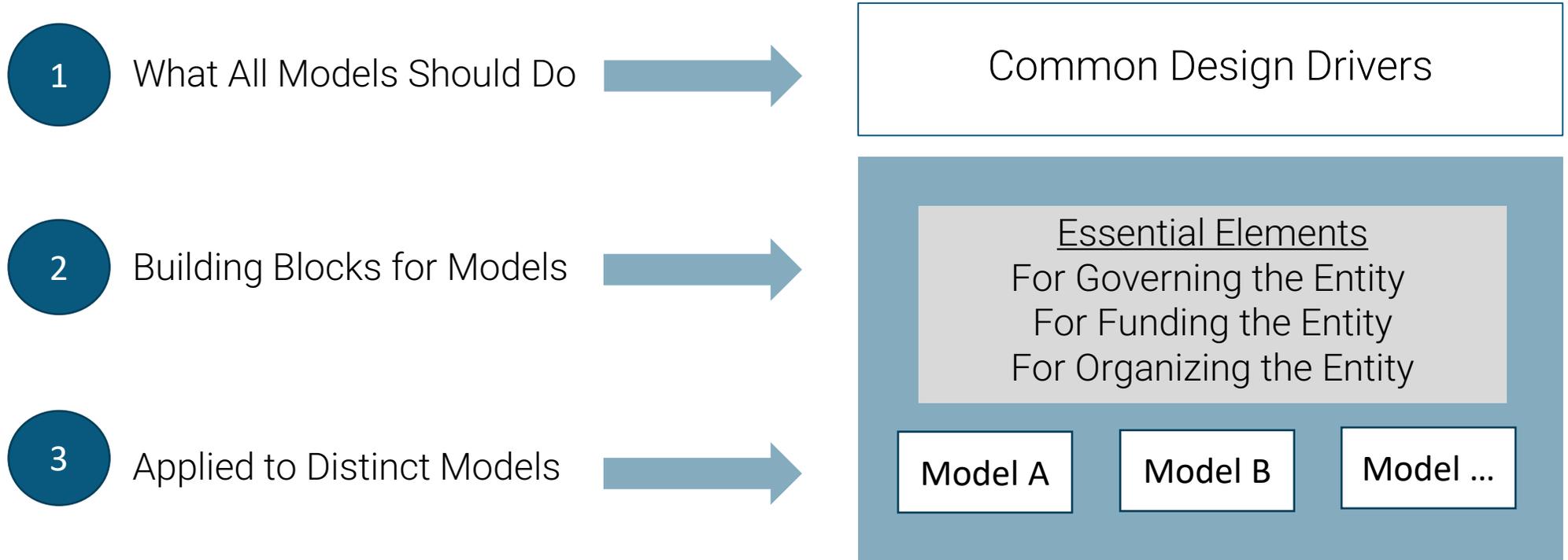
### Network Operations

- Connected network service guidance

### Network Delivery

- Project delivery for regional initiatives (megaprojects models recommendations addressed separately)

# Building the Models



→ Models will be developed to deliver the common design drivers

→ Governing and organizing elements of each models will vary

1

# Design Drivers Common to All Models

## “Reference Concept” for Connected Network Plan



“The Network all models should achieve”

## Entity Design Principles

### RNM accountabilities

- *Mandate Completeness*
- Authority
- Voice (*Customer and Policy*)
- Effectiveness

### Funding

- Near term
- Long term

### Transition, Capacity and Resources

- Forward compatible
- Capacity and resources
- *Risk Management*

“The features all models should possess”

2

# Model Essential Elements

These are the essential elements that will be defined for each model, and described in a sketch level “model summary”

Elements		Description
Governing elements	Design intent	Overall approach to design of the model – its differentiated design driver(s)
	Governing body	Governing body <ul style="list-style-type: none"> <li>• Policy level</li> <li>• Managing level</li> </ul>
	Authorities	Primary Decision Accountabilities Powers of the governing body to enact, by: <ul style="list-style-type: none"> <li>• Legislation</li> <li>• Agreements</li> <li>• Incentives/disincentives</li> </ul> Enabling Tools (e.g. system funding)
Organizational elements	Processes/Functions	Processes (e.g. decision-making, engagement) Org Functions (e.g. corporate, planning, finance, communications/GR, etc.)
	Resourcing	How functions will be managed - who will hold which responsibility New/assigned staffing and financial resources

# Basic Models, Refinements, Permutations

- Two families of models have secondary design characteristics that allow for design refinement, or optional scope for future additional authority/responsibility
- Design characteristics will be optimized to present the strongest version of each model.

Models - Two Families	Design Refinements and Permutations
<p><b>RN Management</b></p> <ul style="list-style-type: none"> <li>▪ Collaboration between agencies, formalized by agreement(s), to make shared decisions with one voice</li> </ul>	<p><u>Refinements/Permutations</u></p> <ul style="list-style-type: none"> <li>▪ Policy body composition and reporting</li> <li>▪ Management body composition and reporting</li> <li>▪ Funding model</li> </ul> <p><u>Options - Consider Implications Of/For</u></p> <ul style="list-style-type: none"> <li>▪ Organizational consolidations*</li> <li>▪ Project delivery governance*</li> </ul> <p style="text-align: right; font-size: small;">* Focus of future study – dependencies and implications only examined at this stage</p>
<p><b>RN Manager</b></p> <ul style="list-style-type: none"> <li>▪ Centralized authority to make and oversee decisions within one entity</li> </ul>	

# Discussion

- Which, if any, areas of presumed RNM responsibilities require more clarity for purpose of model development?
- Have we captured the most essential ‘building blocks’ for the design of the models, to support evaluation?
- Are there additional design refinements or permutations of the basic models that should be considered?



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 22-1035      **Version:** 1      **Name:**

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

**File created:** 5/27/2022      **In control:** Network Management Business Case Advisory Group

**On agenda:** 6/6/2022      **Final action:**

**Title:** Draft Evaluation Criteria and Process

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Item 5 Presentation](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

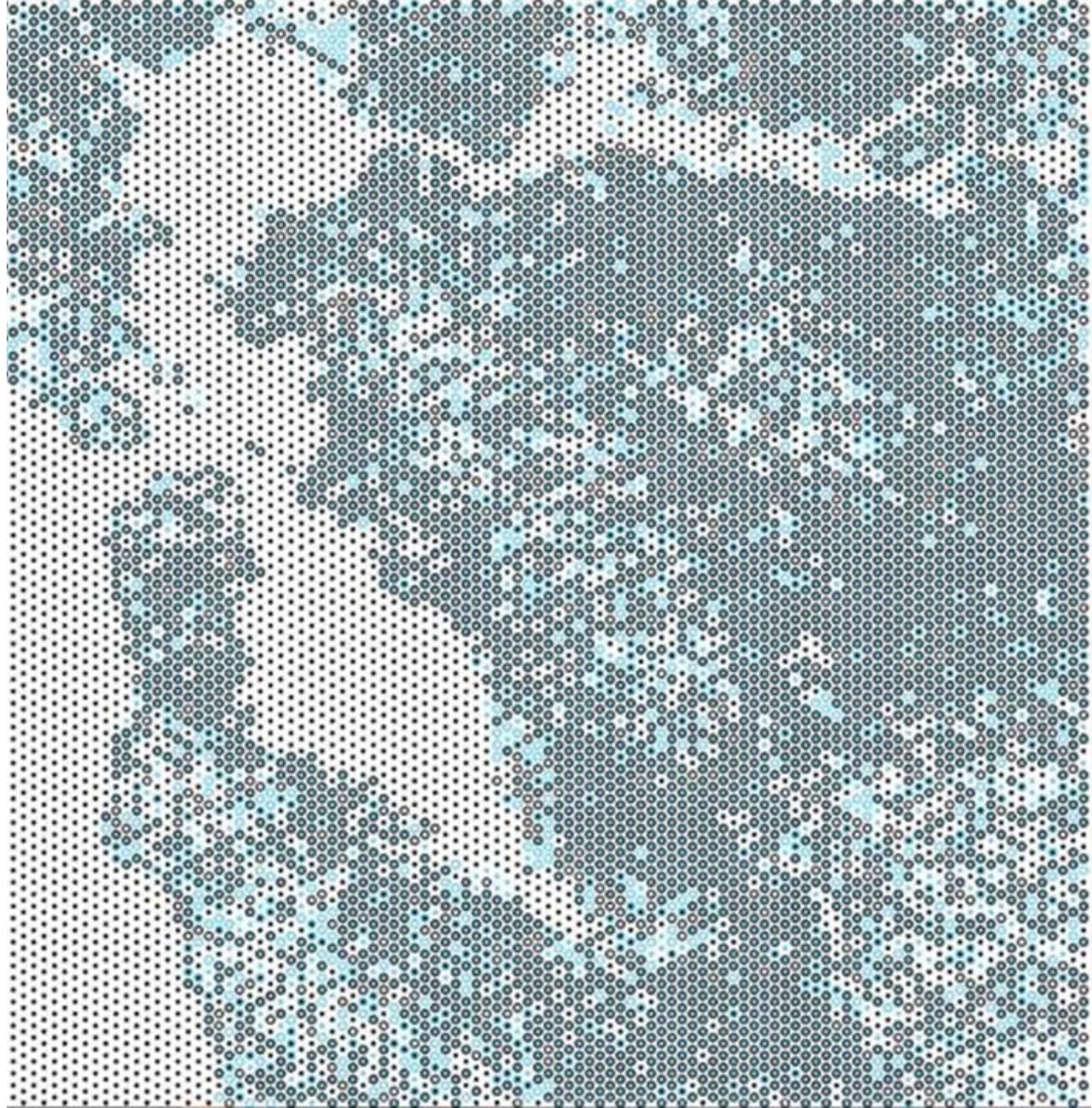
**Subject:**  
Draft Evaluation Criteria and Process

**Presenter:**  
VIA - A Perkins Eastman Studio

**Recommended Action:**  
Information

**Attachments:**

# 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

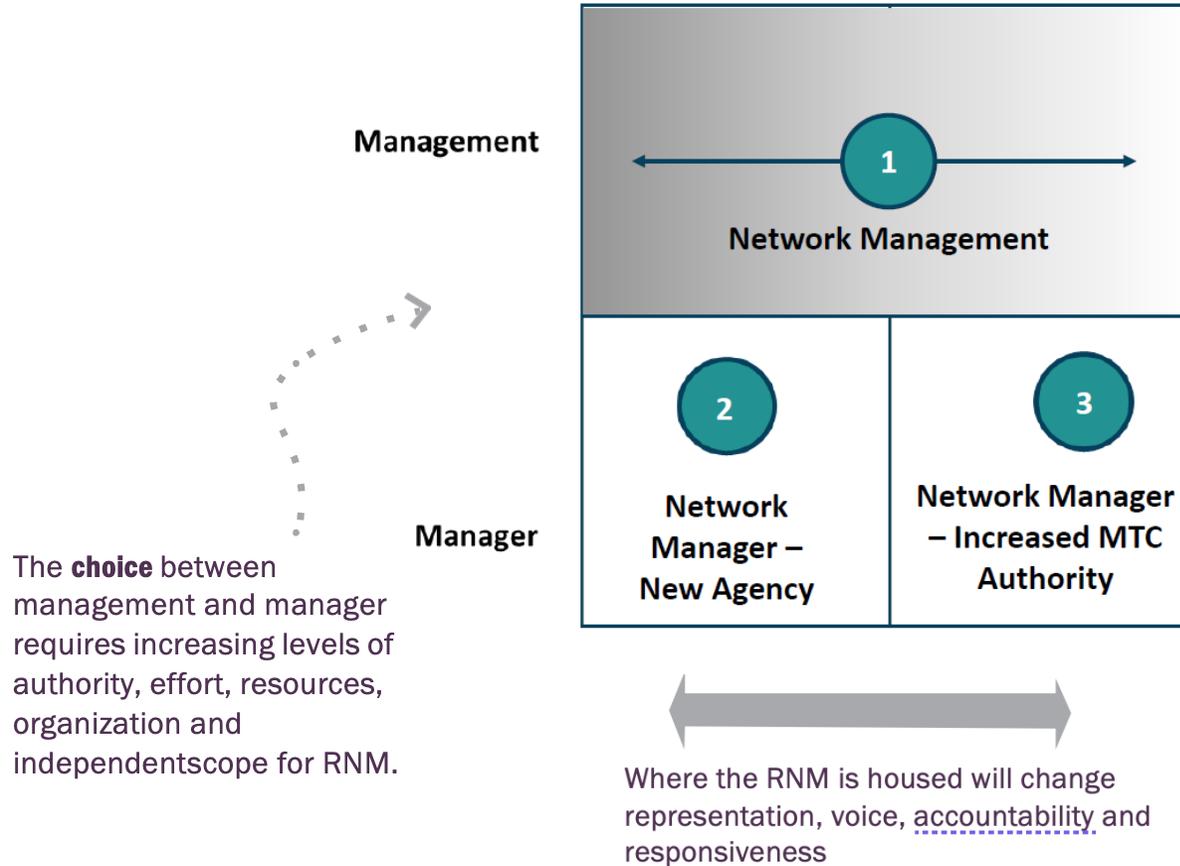
## Mid-late Summer - Initiate Evaluation

- Per model descriptions, undertake and benefits and costs assessment
- Next AG Meeting: present network reference concept, sketch models and evaluation metrics

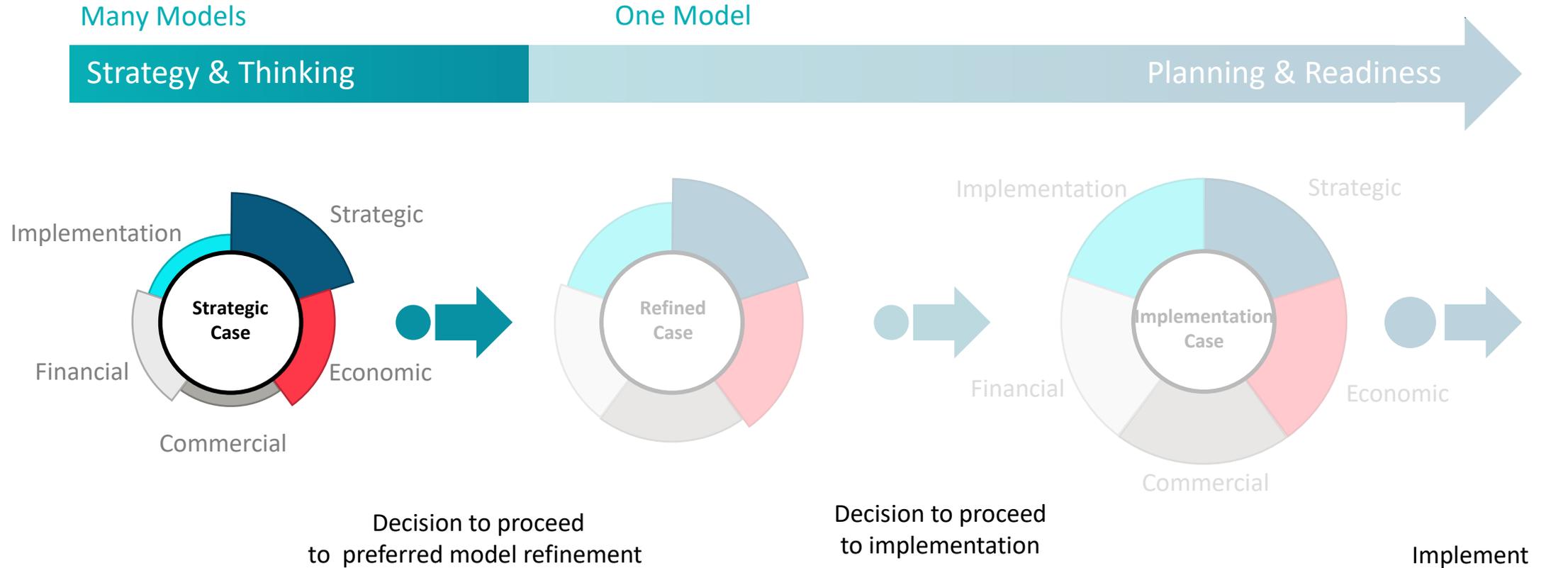
# Resources



# RNM Models Evaluated in 2021



# Business Casing - Level of Detail Appropriate to Decision Gate



# 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).



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 22-1036      **Version:** 1      **Name:**

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

**File created:** 5/27/2022      **In control:** Network Management Business Case Advisory Group

**On agenda:** 6/6/2022      **Final action:**

**Title:** Public Comments

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:**

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

**Subject:**  
Public Comments

**Attachments:**