Meeting Agenda

Network Management Business Case Advisory Group

Michael Hursh, Bob Powers, Michelle Bouchard, Bill Churchill, Denis Mulligan, Jeff Tumlin, Carolyn Gonot, Therese McMillan, Adina Levin, James Lindsay, Jim Wunderman, Suzanne Smith, Alicia John-Baptiste, Hayley Currier.

Monday, March 7, 2022	10:00 AM	REMOTE

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/82939657686
Or iPhone one-tap: US: +13462487799,,82919449241# or +14086380968,,82919449241#
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: 829 3965 7686
International numbers available: https://bayareametro.zoom.us/u/kclafwqlmS

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 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. Welcome Remarks

MTC Chair Pedroza

4. Consent Calendar

22-0365   Minutes of the January 10, 2022 Meeting

Action: Approval

Attachments: Minutes of the January 10, 2022 Meeting

5. Project Context and Work Program Approach

Description of transit context in the Bay Area, overview of previous transit governance work, and an overview of the work plan focusing on project schedule, evaluation approach and stakeholder engagement approach.

MTC staff will follow up with a brief overview of coordination with other regional transit governance efforts.

22-0368   Project Context and Work Program Approach

Action: Information

Presenter: VIA - A Perkins Eastman Studio and MTC Staff

Attachments: Project Context and Work Program Approach

Coordination with other Regional Transit Governance Efforts

6. Chair's Closing Remarks

Chair Mulligan

7. Public Comments / Other Business

22-0374   Public Comments

8. Adjournment / Next Meeting

The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, May 2, 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) 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.

Meeting Minutes - Draft

Network Management Business Case Advisory Group

*Michael Hursh, Bob Powers, Michelle Bouchard, Bill Churchil,
Denis Mulligan, Jeff Tumlin, Carolyn Gonot, Therese McMillan,
Adina Levin, James Lindsay, Jim Wunderman, Suzanne Smith,
Alicia John-Baptiste, Hayley Currier.*

Monday, January 10, 2022　　　　　　　**10:00 AM**　　　　　　　　　**REMOTE**

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1. Roll Call / Confirm Quorum

Present: 12 - Member Hursh, Member Powers, Member Bouchard, Member Mulligan, Member McMillan, Member Levin, Member Lindsay, Member Wunderman, Member Smith, Member John-Baptiste, Member Currier, and Member Churchill

Excused: 2 - Member Tumlin, and Member Gonot

Julie Kirschbaum acted as a delegate and voting member of the Advisory Group in place of Jeffery Tumlin. Actions noted as "Tumlin" were taken by Julie Kirschbaum.

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

Combined Slide Deck

22-0120　　　　　　PowerPoint

Action: Information

Attachments: PowerPoint_NM Advisory Group Kickoff 01-10-22_Posting.pdf

2. Welcome

3. Election of Chair / Vice Chair

Upon the motion by Hursh and second by Smith, Denis Mulligan, GGBHTD, was nominated for Chair and Alicia John-Baptiste, SPUR, for Vice-Chair. The nominations were closed upon the motion by Lawson and second by McMillan. Both motions were approved and 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

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3a.   [22-0082](#)   Election of Chair and Vice Chair

Nomination and Election of the Chair and Vice Chair of the Network Management (NM) Business Case Advisory Group.

Action: Advisory Group Approval

Presenter: Alix Bockelman, MTC

Attachments: [Item 3_Memo](#)

[Item 3 Presentation Election of Chair/Vice Chair](#)

4. Organization of Network Management (NM) Business Case

4a.   [22-0066](#)   Organization of Network Management (NM) Business Case

Action: Information

Presenter: Shruti Hari, MTC

Attachments: [Item 4 Presentation](#)

5. NM Business Case Overview

The following individuals spoke on this Item:
Ian Griffith, Seamless Bay Area;
Jill Borders;
Eugene Bradley;
Wendi Kallins, Policy Advisory Committee and Fair Integration Advisory Committee
Laura Tolkoff, Transportation Policy Director at SPUR; and
George Spies.

5a.   [22-0067](#)   NM Business Case Overview

Action: Information

Presenter: VIA - A Perkins Eastman Studio

Attachments: [Item 5 Presentation](#)

6. Advisory Group Feedback

The following individuals spoke on this Item:
Michael Abramson;
Jill Borders;
Ian Griffiths, Seamless Bay Area; and
Dave Sorrell.

6a.   [22-0068](#)   Advisory Group Feedback

Action: Information

Presenter: VIA - A Perkins Eastman Studio

Attachments: [Item 6 Presentation](#)

7. Public Comments / Other Business

[22-0151](#)   Public Comments

Attachments: [Public Comment received](#)

8. Meeting Summary / Next Steps

9. Adjournment / Next Meeting

The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, February 7, 2022 remotely and by webcast as appropriate. Any changes to the schedule will be duly noticed to the public.

Network Management Business Case Advisory Group Meeting #2

Project Context and Work Program Approach

March 7, 2022
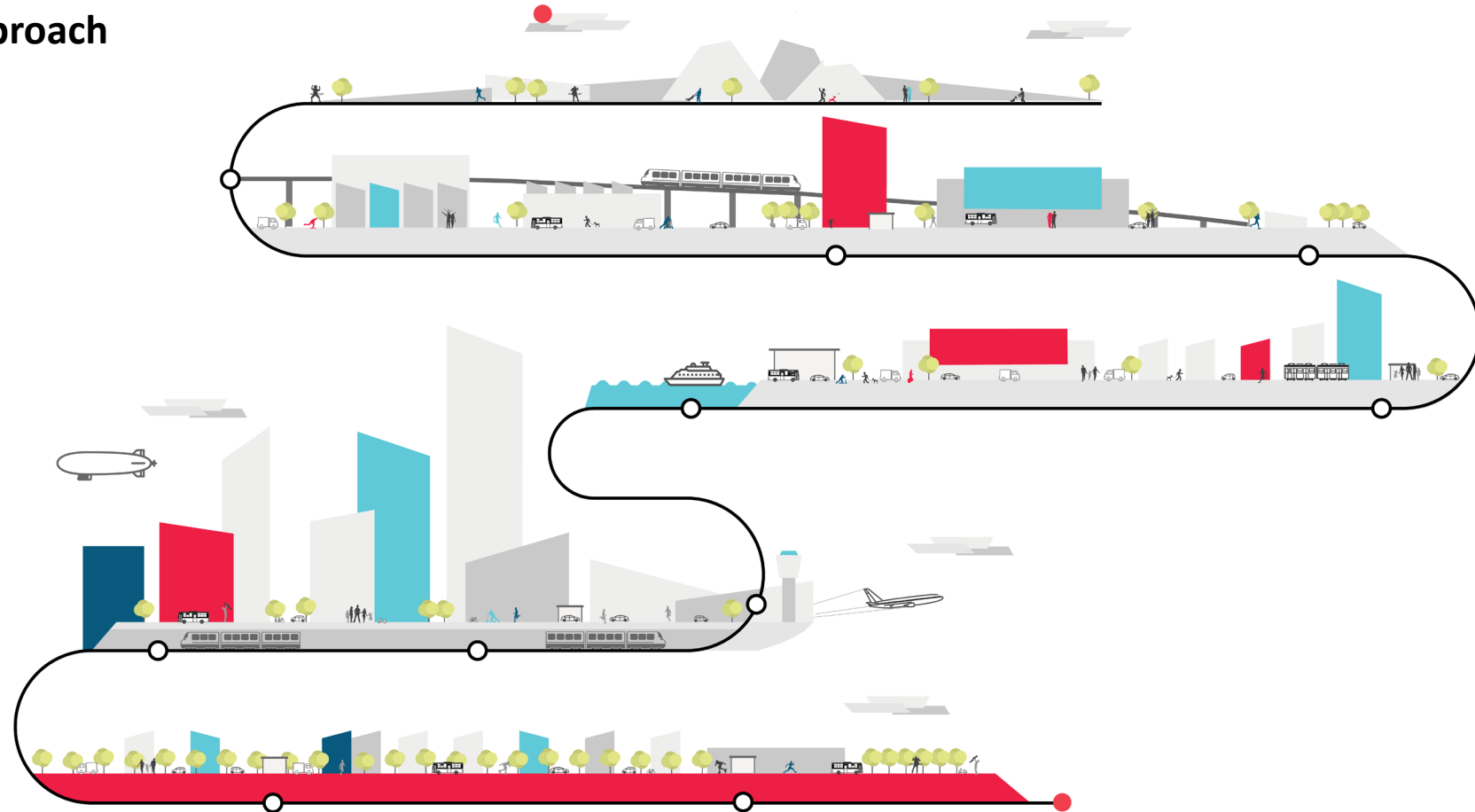
Today's Agenda

Purpose – Advisory Group feedback on overall context/goals of RNM, study approach and priorities for Spring 2022 work

Section 1. Alignment on the starting point, regional aims and key purpose of RNM

Feedback on: Policy context/priority factors driving regional integration

Section 2. Introduction to the work program, business case method and outcomes

Feedback on: Engagement process to get there, and key questions business case questions

Section 3. Focus of work in March/April – determining decision authorities

Feedback on: Functions and accountabilities the RNM entity should have decision authority for

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

Project Organization Chart
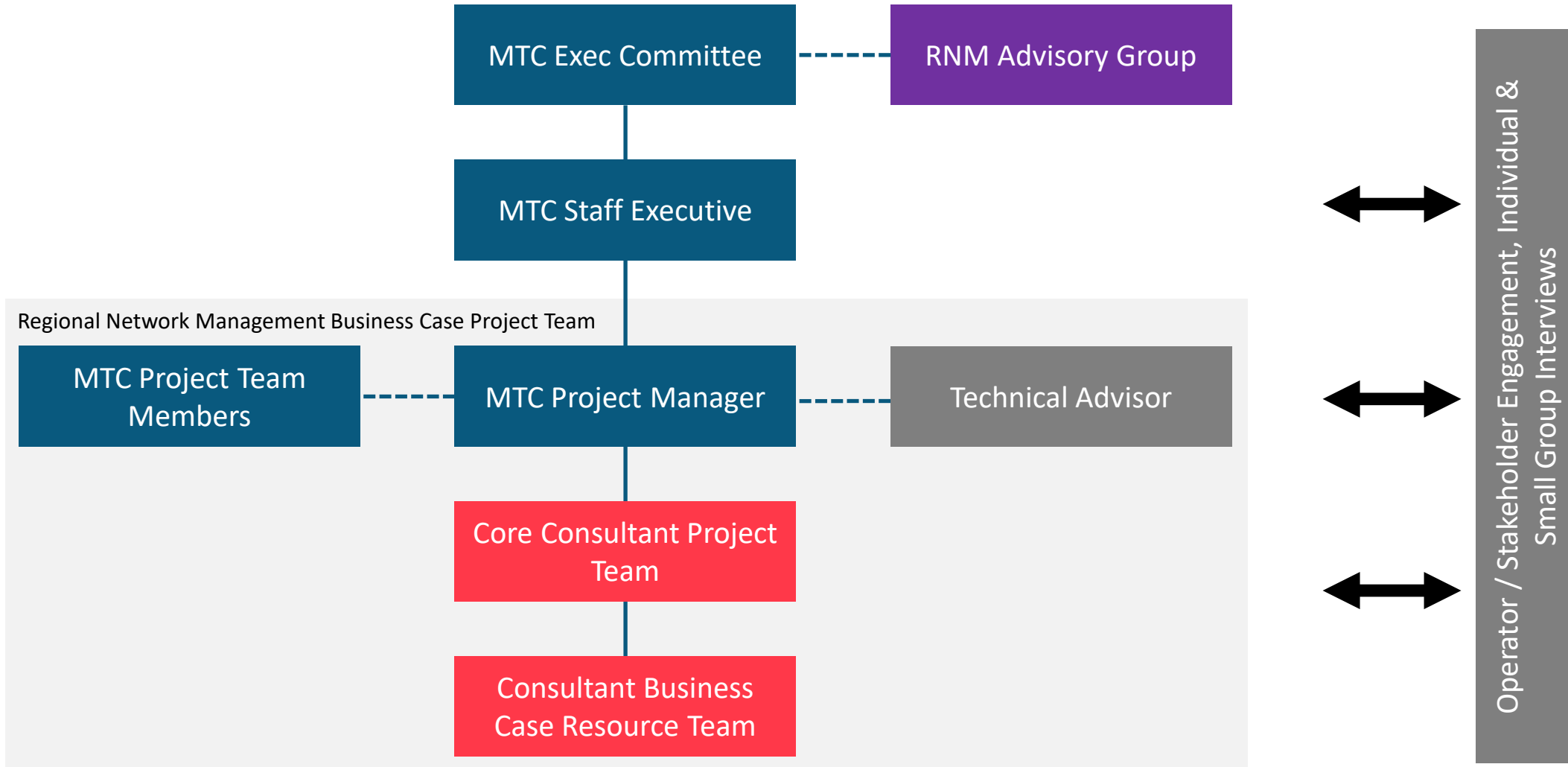
Unique Bay Area Transit

- Many systems born out of a perceived gap - each filling specific local and/or regional need

- Systems have each achieved successes

- Now, the fast-growing and polycentric Bay Area is challenging this model

- Harmonization, consistency, and seamless connectivity challenged in the many-to-many relationships

- Will this model sustain success to 2050?

Many Agencies, Many Roles

Each entity built for specific purpose – local, modal, subregional.

Most assume some regional roles. No agency has a *comprehensive* regional mandate.

Municipal/County Operator

- Governed locally
- Mostly smaller systems
- Have related road authority

Joint-Powers Authority

- Special purpose operations or delivery entity
- Either small community operators, or
- Interregional railroad operators

Special District

- Boards appointed or directly elected
- Mostly large operators
- Targeted travel market
- Dedicated funding source (e.g. County Sales Tax / Tolls)

>75% of routes = 'community'

>75% of routes = '(Inter)Regional'

Large Bus/Rail/Ferry Operators

Small Bus/Rail/Ferry Operators

Blue Ribbon Task Force Problem Statement Sets Out the Challenge

Challenge:
Transit in the Bay Area is not organized to optimize customer-friendly, inter-agency travel.

Root Cause:
Unique policies, procedures, and operating practices for 27 agencies

Effect/Consequence:
Transit ridership and targets associated with Plan Bay Area 2050's vision
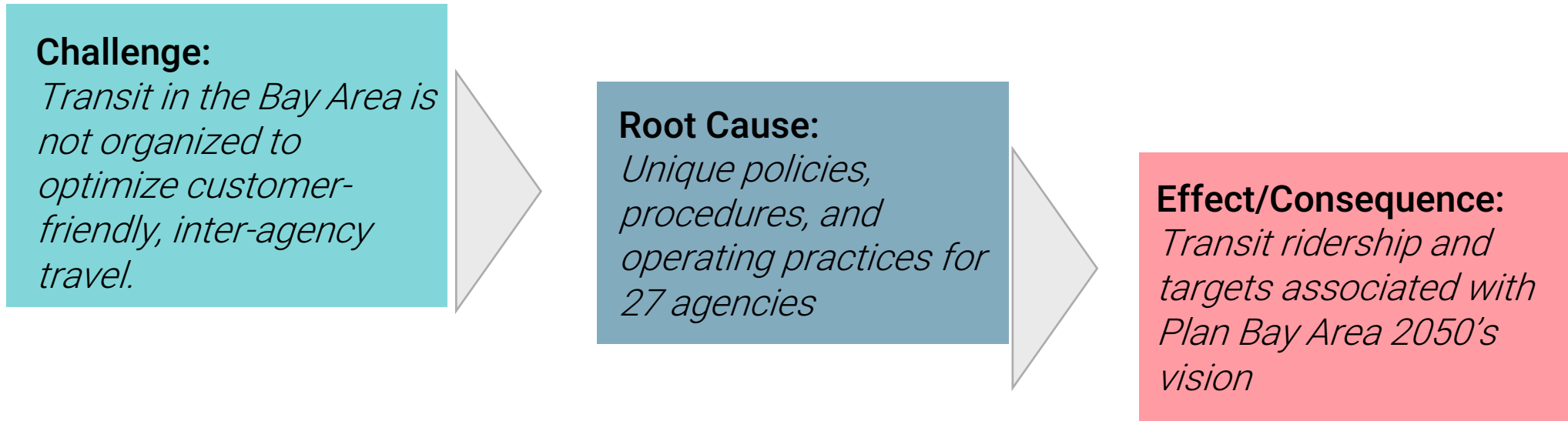
Can formalizing cooperation or centralizing some regional accountabilities help deliver better transit for all?

Task Force Transformation Vision – A Starting Point

- The Task Force's adopted Problem Statement identified four key problem areas

  - Organizational Challenges

  - Customer Experience

  - Past and Current Disparities

  - Transit Costs and Funding

*"Strong collaborative action is needed to restore and grow transit ridership to reach the ambitious targets associated with Plan Bay Area 2050's vision.."*

Plan Bay Area 2050 – The Longer Term Need

- The region will continue to grow by 2m – to over 10m

- Long-range comprehensive strategic plan
  - Integrated view on housing, economy, transport, environment

- Regional success requires a well-connected, multimodal regional transport network.

- Next-generation transit is a core pillar, featuring:
  - Enhanced local transit frequency, capacity and reliability
  - An expanded and modernized regional rail network
  - A complete buildout of integrated regional express lanes and express bus network
  - Delivered efficiently, timely, and realizing benefits
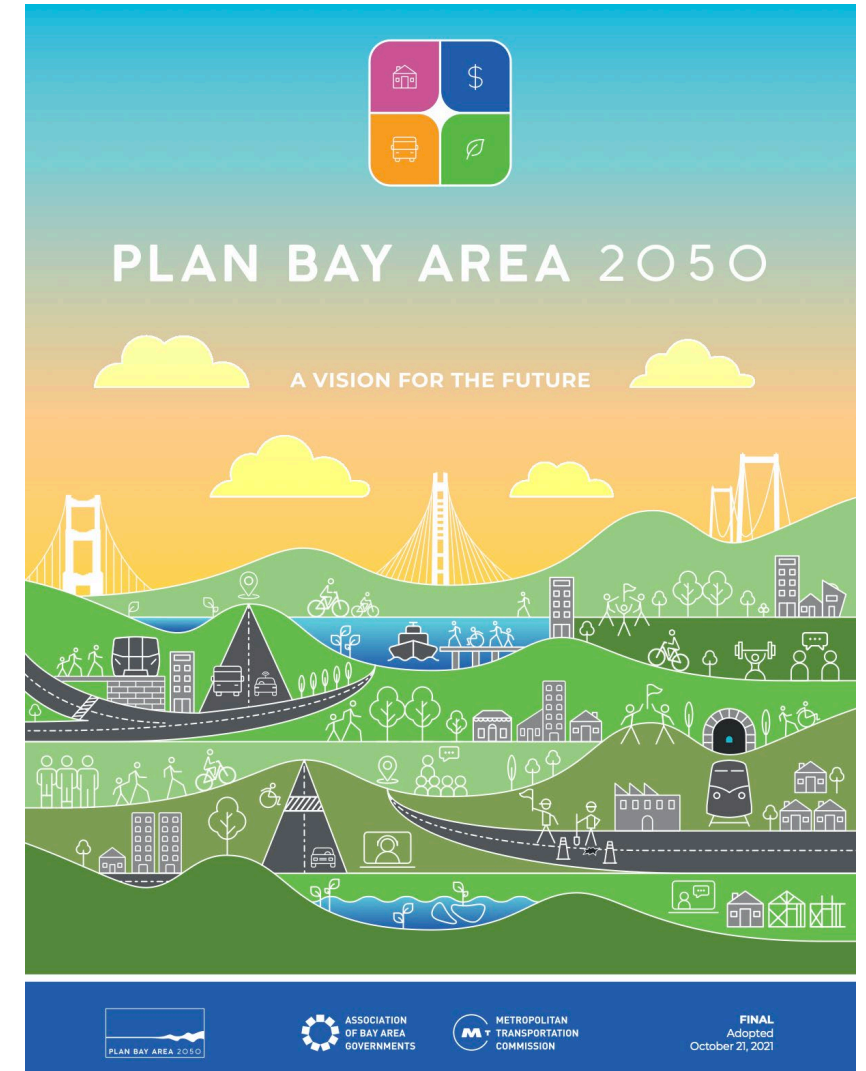
RNM should be designed for the long term

- Unanimous agreement to advance near term and long-term initiatives together

- Action Plan 'down payment' on longer-term objectives

- All the regional roles matter

- Recognition - achieving some outcomes more challenging than others

- Lots of barriers to address

- 'Time is now' – lots of need and momentum for change

Can today's regional transit organization get us to 2050?

Note: only a sample of agencies shown

*Transit began in 1972

Can today's regional transit organization get us to 2050?

Note: only a sample of agencies shown

*Transit began in 1972
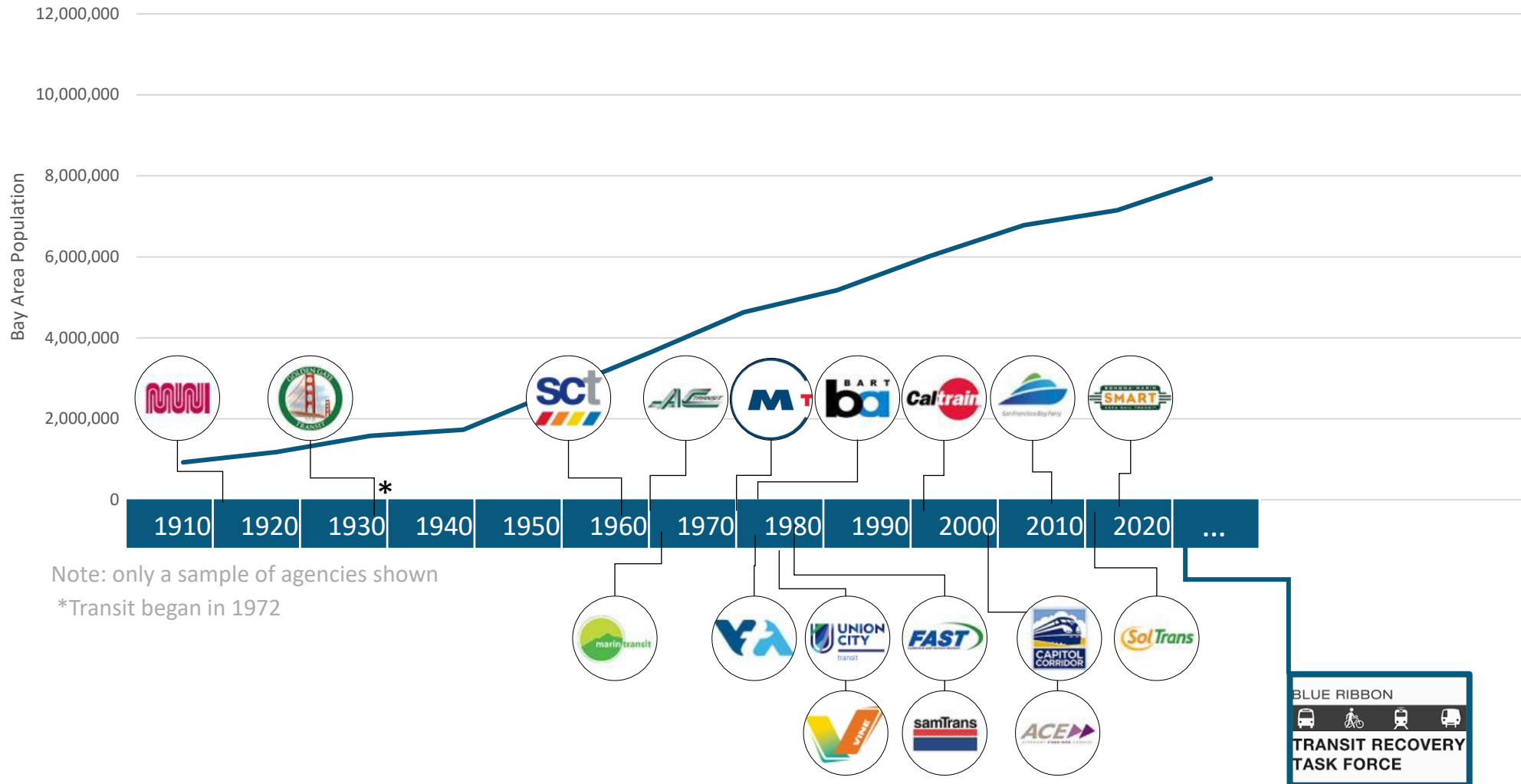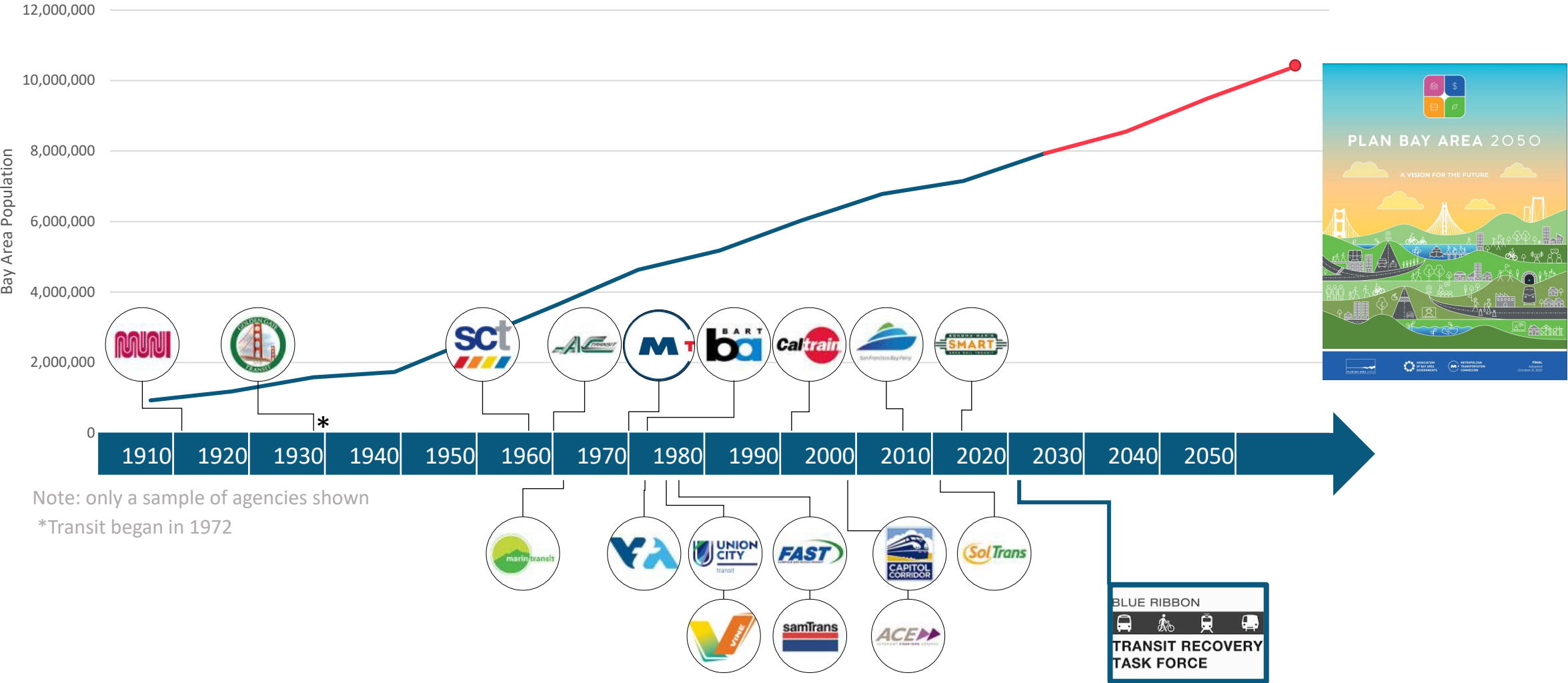
Network Management should address all roles

Key problems identified by the Ad Hoc Problem Statement Working Group

- Organizational/Institutional Challenges

- Customer Experience

- Past and Current Disparities

- Transit Costs and Funding

RNM should address all roles.

How can formalized network management help create, fund and prioritize an integrated network?

Rail

Ferry

Outcomes
Fares & Payment
Customer Info.
Transit Network
Accessibility
Funding

Bus

Para-Transit

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Project Context & Background – Discussion Points

- Are there other aspects of the policy context or objectives for RNM connectivity that are important for us to consider?

Workplan

Project Objective

*Conduct a business case assessment for Network Management Alternatives and **recommend a preferred alternative building off the work of the Blue Ribbon Transit Recovery Task Force** in collaboration with MTC and stakeholders.*

What is a business case?

- A tool to support structured decisions

- An engagement tool to build support for a preferred way forward by:
  - Defining/agreeing on a core problem, and key benefits/outcomes of addressing
  - Exploring a range of alternatives to address problem
  - Evaluating options that achieve outcomes, based on defined set of criteria
  - Weighing the costs, risks and trade-offs
  - Describing a path to implementation

- **RNM is a complex policy-based case; less reliant on conventional benefit/cost rationales found in typical transport cases**

Business Case Lifecycle – Fewer Options, Greater Detail

Recommend preferred alternative (Summer 2022)

Many Options

One Option

Strategy & Thinking

Planning & Readiness

Implementation

Strategic

Strategic Case

Financial

Economic

Commercial

Refined Case

Implementation

Strategic

Implementation Case

Financial

Economic

Commercial

Decision to proceed to preferred alternative refinement

Decision to proceed to implementation

Implement

Assessing the Impacts

Lots for RNM to do

Easier

Quick wins

Complex undertakings

More Difficult

Models to get there

PLAN BAY AREA 2050

A VISION FOR THE FUTURE

Management

Manager

How do the RNM models perform to deliver Bay Area 2050 vs today?

Are benefits worth it?

Costs
Organizational
Service
Staffing
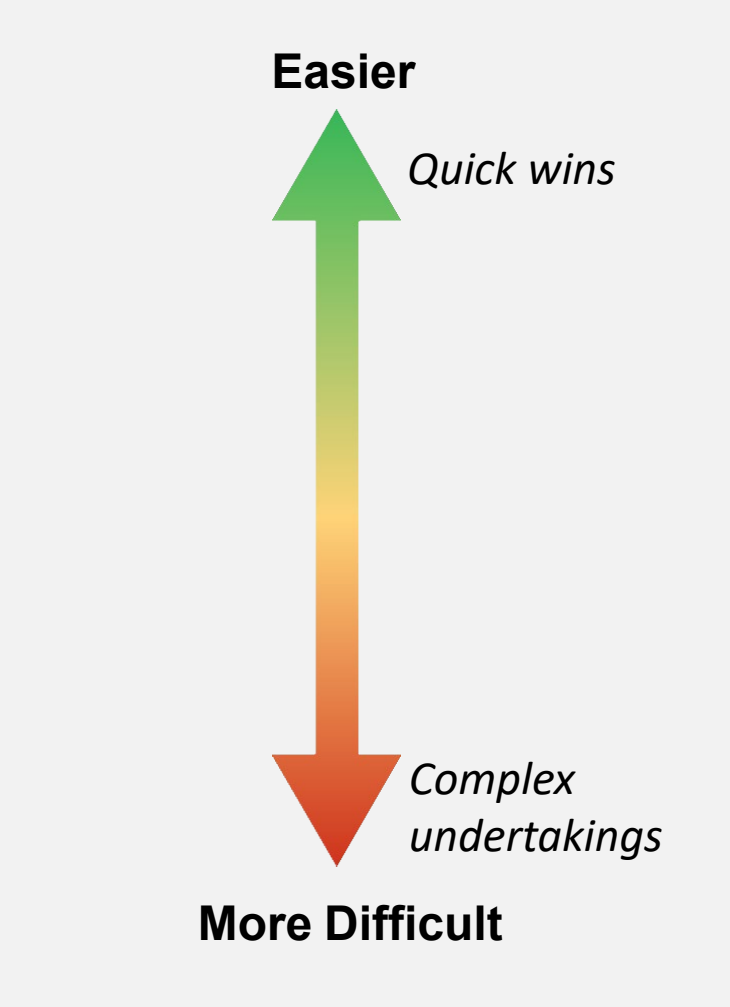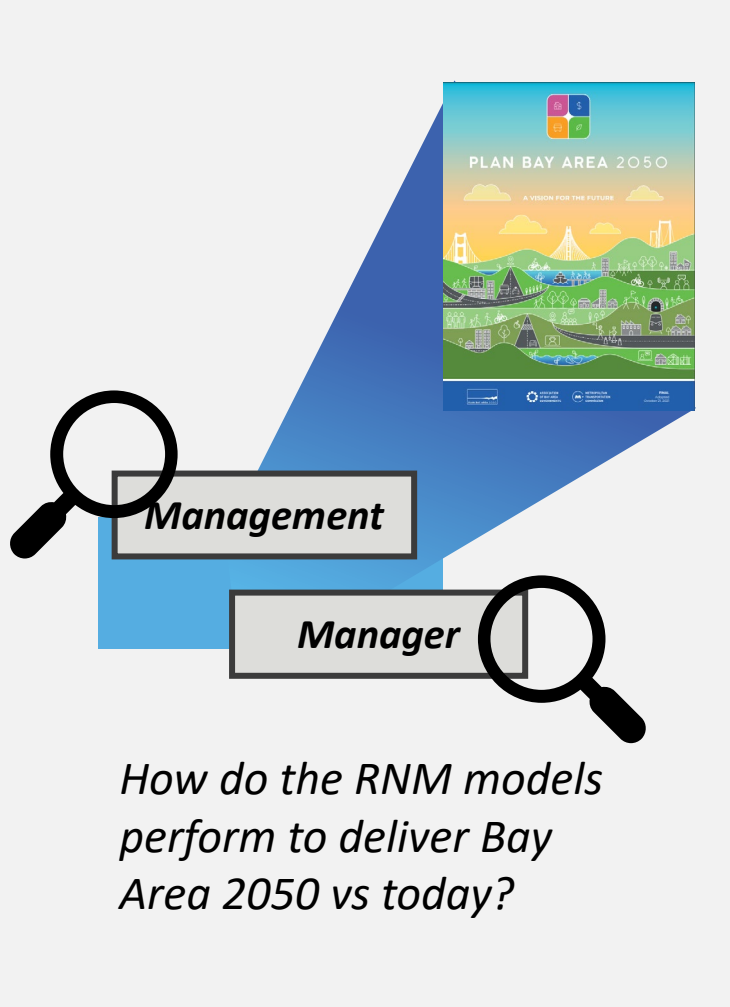
Benefits
Customer
Operations
Speed
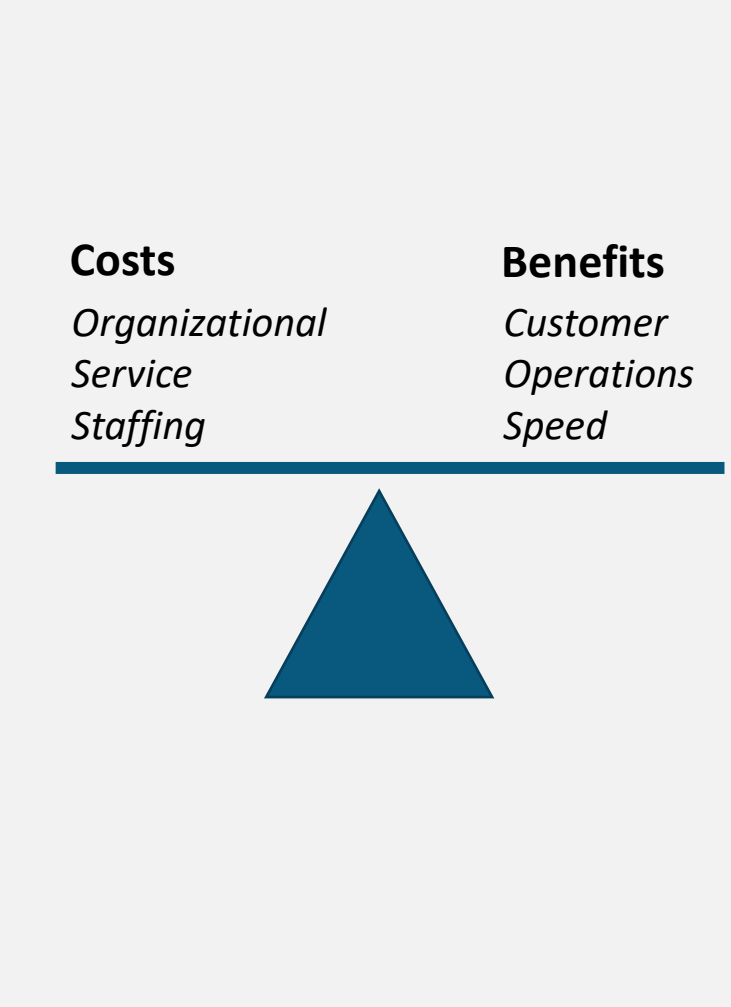
Values Drive Assessment - Criteria Approach

Approach

- Build on/refine evaluation criteria and metrics from Summer 2021 Task Force
- Develop assessment and implementation criteria
  - relevant/scaled to 'strategic case' stage
  - are decision relevant to the choice
- Highlight criteria that may be most important
- Assessment Basis
  - Quantified
  - Monetized
  - Qualitative

This Business Case Criteria – Complete by April

Refine Evaluation Criteria

BRTRTF Evaluation Criteria (2021)
System outcomes
Regional Governance/ Accountability
Institutional Authority/ Capacity
Nimbleness/ Agility
Durability
Financial (cost-effectiveness)
Readiness
Capability
Adaptability
Politically supportable

Process - Main Tasks

Task 1

Task 2

Task 3

Task 4

Task 5

Work Planning
- Kickoff project
- Develop work plan including approach to evaluation and stakeholder engagement

Problem Statement & Accountability Definition
- Document/assess existing conditions
- Identify RNM objectives
- Validate problem statement & case for change
- Refine Accountability Areas
- Assigning Accountability to entities

Evaluation Framework
- Define 'Regional Network'
- Develop evaluation methodology and criteria
- Assign functions to optimal governance level
- Design & develop Alternatives. Three from previous RNM evaluation as starting point.

Alternatives Evaluation
- Refine and assess alternatives
- Provide quantitative and qualitative evidentiary basis for assessment

Recommendations & Next Steps
- Select preferred alternative
- Develop implementation strategy
- Draft Business Case Evaluation Summary Report

Stakeholder Engagement

Stakeholder	Type of Engagement
Network Management Business Case Advisory Group	Recurring formal Advisory Group meetings
Ad Hoc Committee of Advisory Group	Collaborative working sessions at at least two key points throughout the project. Each session will be dedicated to a particular topic.
Operator / Stakeholder Engagement	Informational and working sessions with operator and stakeholder staff to collaborate on technical and evaluation work.
Individual and small group consultations/meetings	Focused individual and small group interviews at key points throughout the project.

Schedule & Stakeholder Engagement

Timeline: Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep

1. Project Planning
2. Regional Transit Context, Problem Statement & Accountability Areas
3. Evaluation Framework
4. Evaluate Alternatives
5. Recommendations and Next Steps

Decision Point
Decision Point

Today

Kickoff

-Present Work Plan, project context & problem statement

-AG to establish Ad Hoc Committee

Review evaluation framework, alternatives & criteria

Present evaluation framework, alternatives & criteria

Review preliminary evaluation findings

Present Draft Alternative Evaluation

Present recommendation

Ongoing engagement with Staff and Stakeholders

Rail Grant Study Integration

Engagement Points

- Advisory Group
- AG Ad Hoc Committee
- Staff & Stakeholder

Next Steps

- Finalize work program post March 7 with AG input

- Discussions/interviews in March
  - refine our understanding of the regional transit context

- Staff team working sessions late March
  - review, assign accountability areas for RNM
  - review alternatives and option evaluation framework

- Ad Hoc Committee Session in April
  - review the expected decision accountabilities of RNM
  - review alternatives and option evaluation framework

- Advisory Group in May
  - present the evaluation framework, criteria and initial alternatives to assess.

Discussion on Work Plan

- Do you have any thoughts about the elements of the business case, did we define the business case correctly?

- Does the outreach and stakeholder engagement approach work as an engagement process?

Focus For The Spring:

What jobs should the RNM entity have?

Form Follows Function

What to do?
- Decisions best made locally versus regionally
- Scope of decisions, and geography

Spring 2022

How to do it?
- Organization models for more *centralized* RNM decision-making
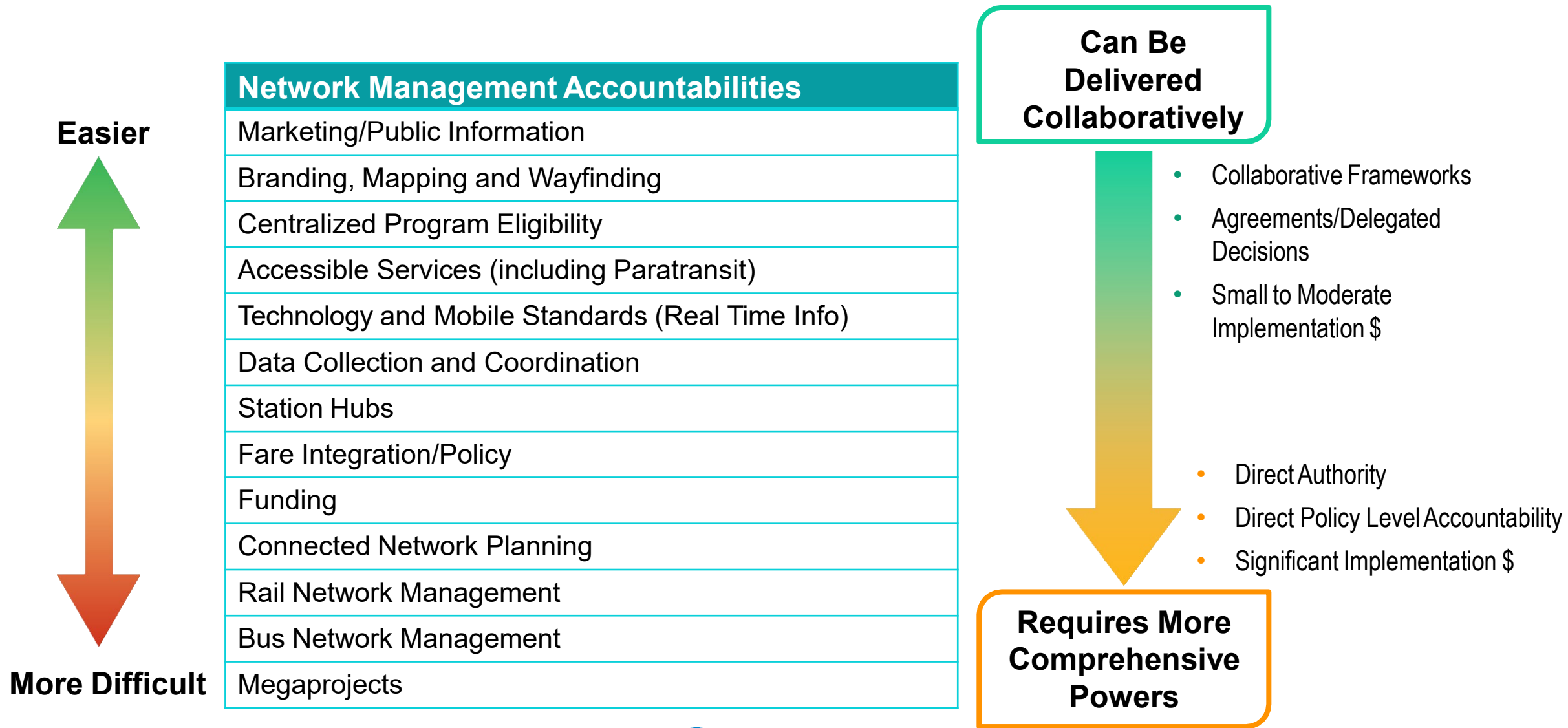- Need/case for *consolidated* operations or delivery (some, none, all)

Summer 2022

Who Oversees?
- Oversight models that provide for appropriate policy, management level accountability

Benefits, costs, consequences, risks and trade-offs

How Far Can RNM Go? Consequences? Tradeoffs?

Easier

Network Management Accountabilities
Marketing/Public Information
Branding, Mapping and Wayfinding
Centralized Program Eligibility
Accessible Services (including Paratransit)
Technology and Mobile Standards (Real Time Info)
Data Collection and Coordination
Station Hubs
Fare Integration/Policy
Funding
Connected Network Planning
Rail Network Management
Bus Network Management
Megaprojects

More Difficult

Can Be Delivered Collaboratively

- Collaborative Frameworks
- Agreements/Delegated Decisions
- Small to Moderate Implementation $

- Direct Authority
- Direct Policy Level Accountability
- Significant Implementation $

Requires More Comprehensive Powers

Network decisions today - where is primary accountability held?

Many Organizations

Elements of Regional AND Local Significance

- Customer
- Fares
- Stations/Hubs
- Paratransit
- Bus
- Rail
- Transit Priority

Carrying Regional and Local Accountabilities

A. Network policy
- Define network + policies
- Prioritize/Fund
- Standards /Guidelines
- Conceptually define/design

B. Network Delivery (major capital)
- Advanced Design/Dev't
- Procurement Options/Procure
- Delivery
- Etc.

C. Network Operations
- Operations & Maintenance
- Capital renewals
- Renewal / Good Repair
- Etc.

With an RNM - Which elements? Which decision authorities?

Many Organizations

Regional Network Entity (RNM)

Elements of Regional AND Local Significance

Customer

Fares

Stations/Hubs

Paratransit

Bus

Rail

Transit Priority

Carrying Regional and Local Accountabilities

A. Network policy
- Define network + policies
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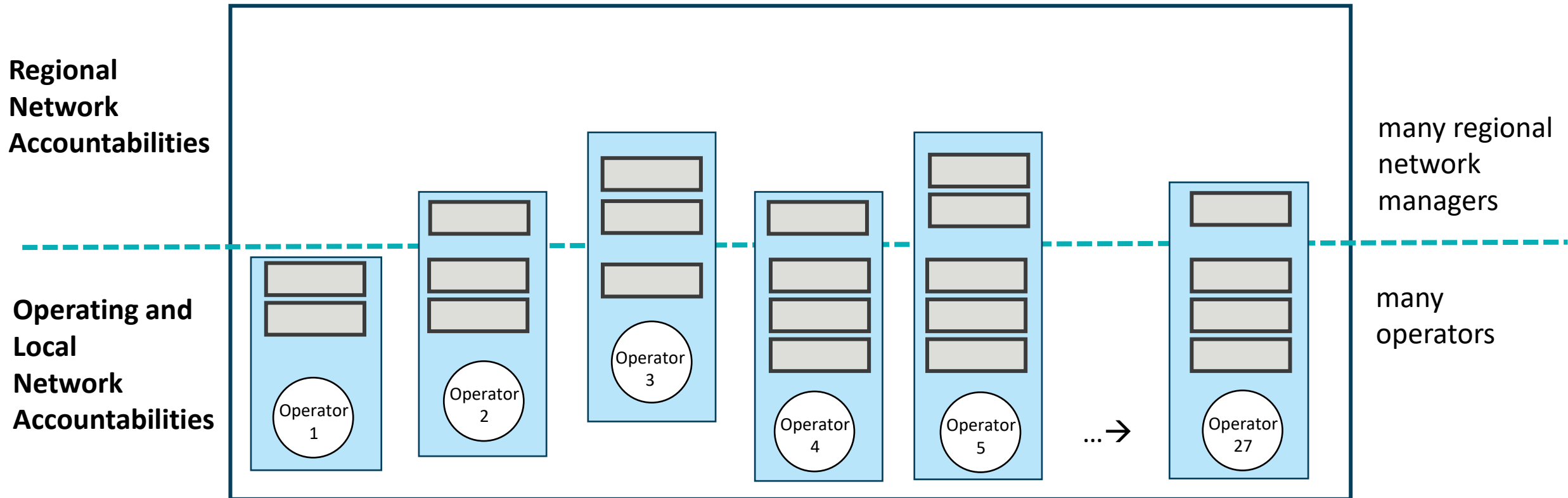- Delivery
- Etc.

C. Network Operations
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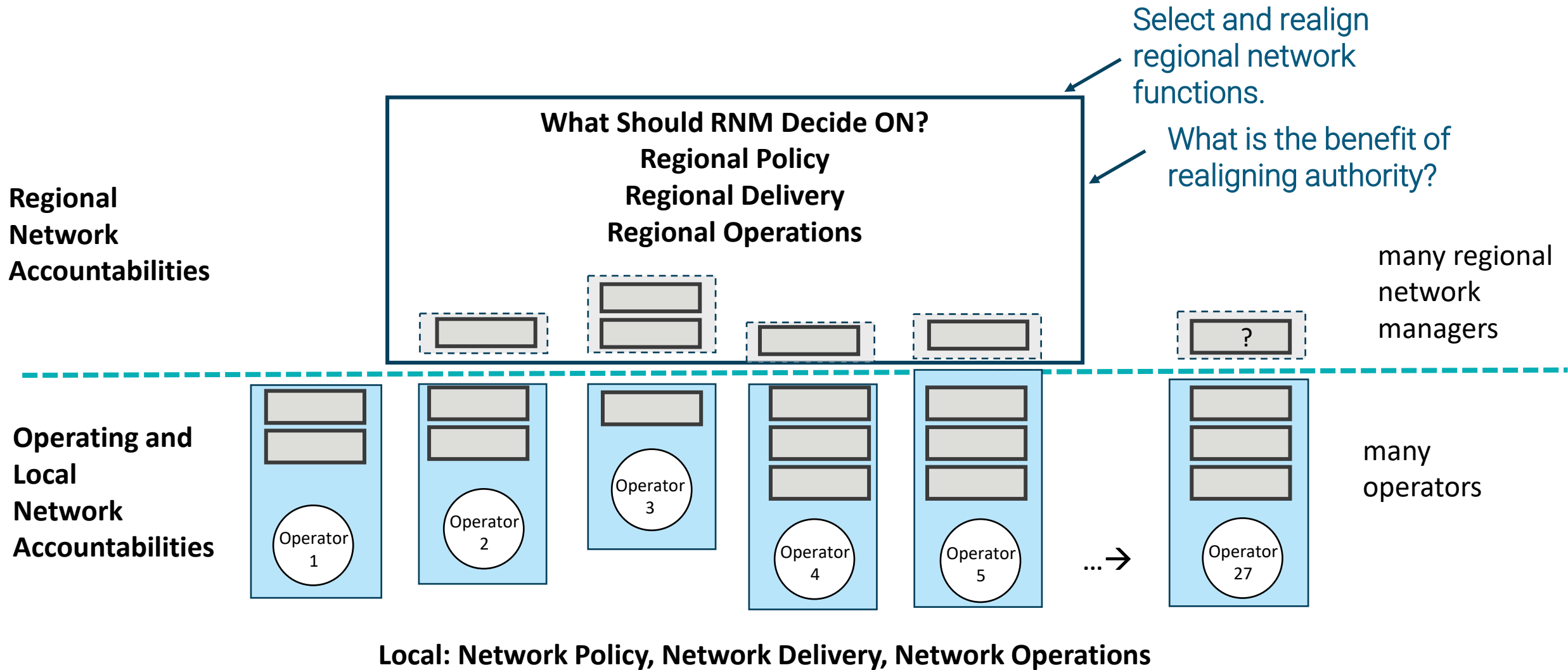**With an understanding of what primary accountabilities a new RNM should hold...**

...what are the implications for the evolution of the governing model?

Current State Network Accountabilities in the Bay Area

Current State Model (*Oversimplified*)

Conceptually Realigning Network Accountabilities

Select and realign regional network functions.

What is the benefit of realigning authority?

Regional Network Accountabilities

What Should RNM Decide ON?
Regional Policy
Regional Delivery
Regional Operations

many regional network managers

?

Operating and Local Network Accountabilities

Operator 1

Operator 2

Operator 3

Operator 4

Operator 5

...→

Operator 27

many operators

Local: Network Policy, Network Delivery, Network Operations

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2021 RNM Evaluation

- *Management* versus *Manager*:

  - Management is collaboration between entities, formalized by agreement, to make shared decisions

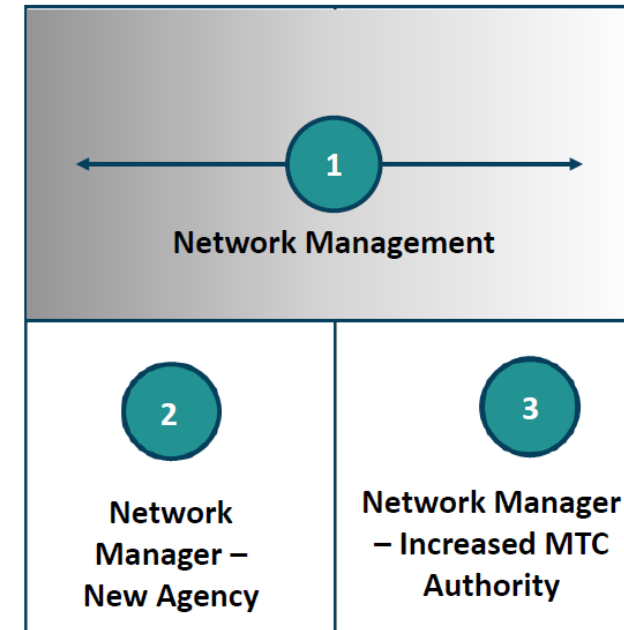 - Manager is centralized authority held within one entity to make decisions

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

Independent or Operator Based | Within MTC

Management

1 Network Management

Manager

2 Network Manager – New Agency

3 Network Manager – Increased MTC Authority

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

2021 RNM Evaluation – Key Findings

- Different options are potentially capable of addressing all roles and responsibilities

- But, each provides different capabilities in realizing all to their full extent

- No recommendation at time of Task Force

- Making a recommendation in this phase, there is a need to establish:

  - The extent of regional network management accountabilities needed long-term (ie. easy to hard)

  - For those, clarity as to which related policy, delivery and operating decisions are made regional versus local/operating agency

If it was easy, it would have been done already

Management achievements to date →

Successes
- Return to Transit
- Clipper
- Collaboration
- Fare integration progress
- Clipper Start
- Blue Ribbon Task Force

Governance challenges to overcome →

Challenges
- Fiduciary obligations
- Funding
- Labor
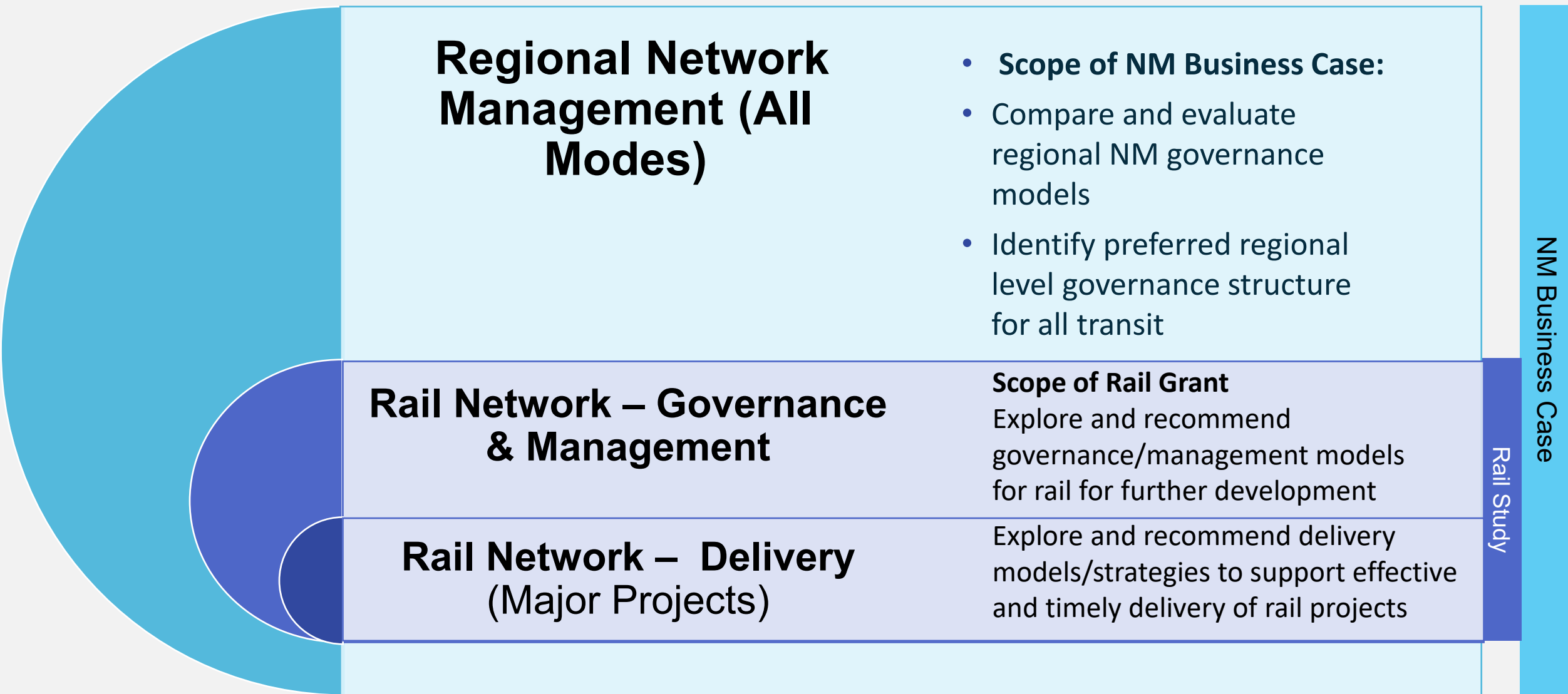- Policy authority
- Achieving consensus

Discussion – What the RNM Entity *Should* Do

- Have we captured the main categories of responsibility to assign primary and supporting decision roles
  - Policy
  - Delivery (major or regionally significant)
  - Operations
- Do you have some examples:
  - of areas where there is currently a gap or ambiguity that needs to be resolved?
  - where a gap has been filled or where it is working?

ACCESS.

Let's Build a Better City.

Business Case and Rail Study Timeline and Coordination Points