



# Regional Network Management Framework Review



Regional Network Management Customer Advisory Group

April 28, 2026

# Why We're Here Today

- **Share findings** from the two-year RNM Framework Review
- **Discuss opportunities** to strengthen RNM going forward
- **Align** on near-term actions and longer-term considerations

# Context

# Our Story

2020

Regional task force convened

2021

Transit Transformation Action Plan approved

2022

Organizational structures evaluated

2023

Regional Network Management structure established

2024

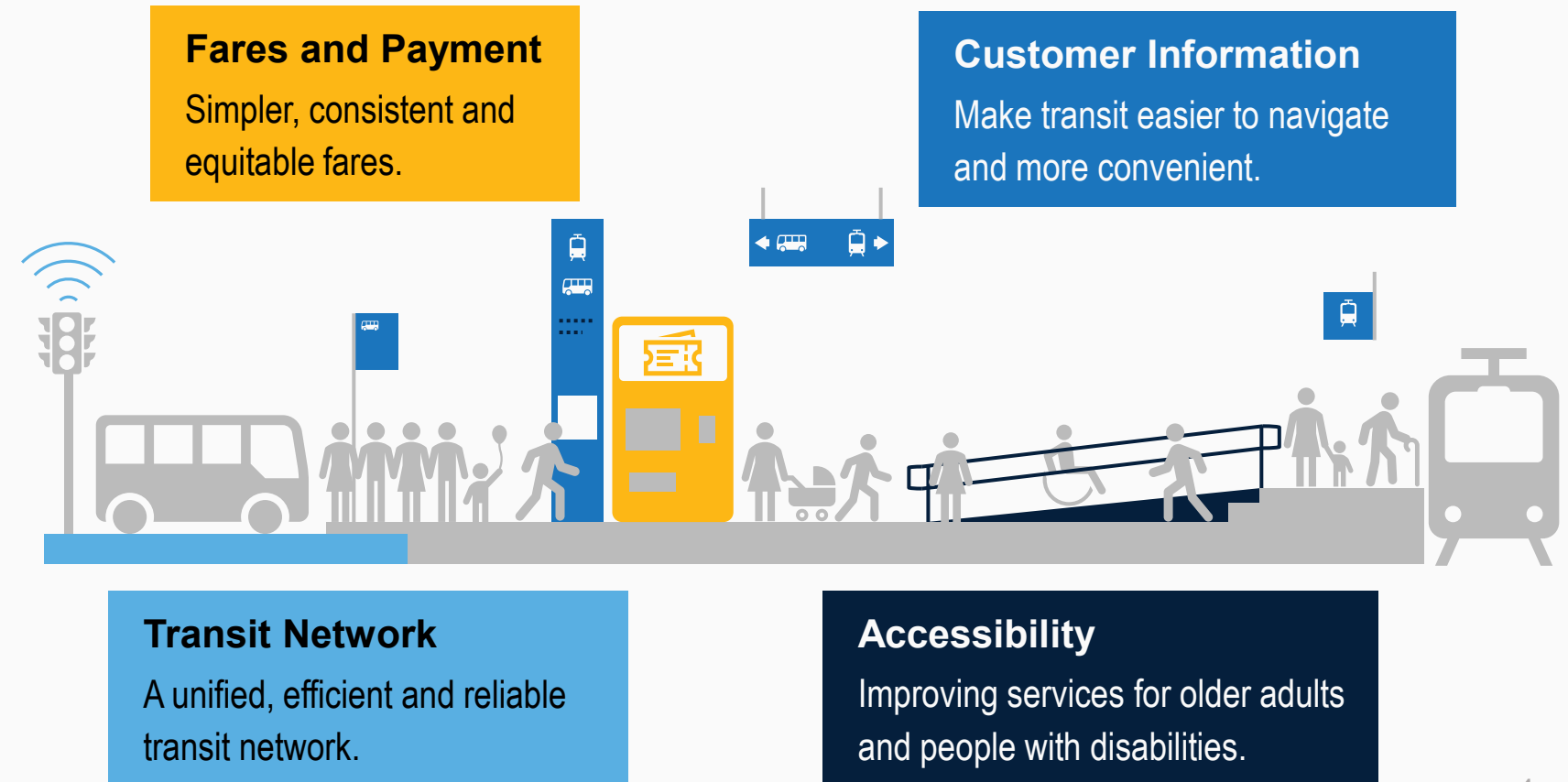
Action Plan implementation

TODAY

Ongoing partnership and implementation

# Regional Network Management History and Programs

Reshaping the San Francisco Bay Area's transit system into a more connected, more efficient and more rider-focused mobility network across the entire region.



# Why Review the RNM Framework Now?

- *MTC Res. 4546, Regional Network Management Framework*, that established the RNM in 2023 called for **biennial review**
- The current environment:
  - Transit ridership slowly recovering
  - Staffing and capacity constraints persist
  - Some operator finances stabilizing, with uncertainty about longer-term funding for transit operations
- This review is an opportunity to assess and discuss:

**What's working? What's not working? What comes next?**

# RNM Framework Review Findings

Perkins-Eastman/KPMG

# Assessment Framework: Three Overarching Questions

## RNM Framework



## RNM Assessment Questions

- 1 Mission & Vision:** Is the RNM achieving its desired benefits?
  - 2 Responsibilities:** Does the RNM's have the right allocation of responsibilities to best achieve its mission and vision?
  - 3 Operating Model:** Is the RNM operating effectively and efficiently to deliver its responsibilities?
- + Constraints:** What are the factors (e.g., financial, time, legal) that limit the RNM's mission and vision, responsibilities, or operating model?

# Assessment Inputs

---

## Stakeholder Survey

*77 participants across RNM bodies, MTC, and operators*

## Stakeholder Interviews

*40+ participants across RNM bodies, MTC, and operators*



## Peer Benchmarking

*High-level comparison to other regional network management models*

## RNM Staff & Related Working Groups

*Ongoing guidance / oversight from RNM staff and working groups*

# Assessment Area #1: Mission & Vision

*Is the RNM achieving its desired benefits?*

## Successes

- ✓ **Mission and vision statements are effective as top-level goals**
- ✓ **Alignment to TAP outcomes provides additional guidance for RNM activities**
- ✓ **The RNM has delivered early wins in line with its mission and vision**

## Challenges

- **Differing perspectives on whether the RNM is achieving its mission and vision at the necessary speed and scale**
- **Limited stakeholder awareness of the RNM's purpose and achievements**
- **Challenges measuring progress and prioritizing investment against the top-level vision**

## Opportunities

- Opportunity #1:*  
**Improve Stakeholder Awareness**
- Opportunity #2:*  
**Further Detail the Regional Vision**

# Assessment Area #2: Responsibilities

*Does the RNM's have the right allocation of responsibilities to best achieve its mission and vision?*

## Successes

- ✓ **Initial focus on implementing TAP initiatives has delivered benefits and built credibility**
- ✓ **Establishment of the RNM Director and RNM Staff, focused on regional coordination has earned support**

## Challenges

- **Untapped potential to leverage the RNM for broader regional policy development**
- **Overlap between the RNM Council and Clipper Executive Boards**
- **Inconsistent scope between RNM bodies (e.g., Committee, Council, and CAG)**

## Opportunities

*Opportunity #3:*  
**Maximize Utilization of the RNM Structure**

# Assessment Area #3: Operating Model

*Is the RNM operating effectively and efficiently to deliver its responsibilities?*

## Successes

- ✓ The RNM has rapidly established its structure and processes
- ✓ Unanimous support for the Co-Project Management Model
- ✓ The RNM has helped build a culture of trust and collaboration between agencies

## Challenges

- RNM achievements are limited by capacity
- Approval / decision processes can be unclear or time-consuming
- Gaps in shared data and technology hamper collaboration
- Limited use of established RNM performance measures
- Limited direct interaction between RNM Council, Committee, and CAG

## Opportunities

*Opportunity #4:*  
**Increase Speed & Scale of Delivery**

*Opportunity #5:*  
**Improve Ease of Collaboration**

# Assessment Conclusion

## Assessment Findings

- In its first two years, the RNM has established a solid foundation and delivered tangible benefits in line with its mission and vision
- However, it may not be delivering those benefits at the speed or scale necessary
- Five opportunities for improvement were identified:
  - 1 *Improve Stakeholder Awareness*
  - 2 *Further Detail the Regional Vision*
  - 3 *Maximize Utilization of the RNM Structure*
  - 4 *Increase the Speed & Scale of Delivery*
  - 5 *Improve the Ease of Collaboration*



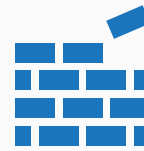
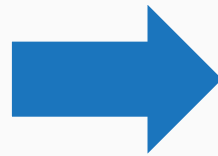
## Considerations for the Future of the RNM

- ▶ The RNM was intentionally designed as a foundational, short-term model that could be implemented rapidly while evolving over time
- ▶ The long-term vision for the model remains undefined, but is one that needs to be tailored to the specific needs and capabilities of the Bay Area
- ▶ The Consultant Team identified 13 near-term actions that could support its evolution and be implemented within the existing RNM framework
- ▶ Bay Area leadership needs to determine if these near-term actions are sufficient or if a more substantial transformation of the RNM is needed

# Key Takeaways & Next Steps

# Key Takeaways and Proposed Approach

- ✓ RNM is a **solid foundation** for regional coordination
- ✓ Consultant team identified **refinements to improve the existing structure**
- ✓ **Strengthened processes and roles** will support **smoother delivery**
- ? **Long-term vision and goals** should be discussed and detailed further at the right time



Continue to **build on the existing RNM framework** with **near-term actions**



Discussions to **prioritize and sequence the next phase** of work



Identify what conditions trigger **reconsidering structural changes** for the long-term RNM

# Actions to Build on the Existing Framework

- A. Improve **public communications and stakeholder awareness** of RNM achievements
- B. Implement **operational improvements** to increase speed and scale of delivery and to support collaboration, including:
  - Aligning on **policy direction and strategic priorities** across the RNM bodies
  - Strengthening **processes** and improving **collaboration tools**
  - Pursuing **integration of the Clipper Executive Board into the RNM Council** after implementation of Next-Generation Clipper
  - Directly or indirectly **expanding RNM capacity** (including agency Co-Project Management model, matrixed staff, partnerships, etc.)
- C. Jointly develop a **sustainable funding strategy** for RNM operations and initiatives
- D. Discuss and reprioritize existing commitments in the **Transit Transformation Action Plan and RNM Council Work Plan**
- E. Refine the **long-term mission and vision** of the RNM

# RNM Body Review & Proposed Path Forward



## Present Findings to RNM Bodies

- **April 27:** RNM Council
- **April 28:** RNM Customer Advisory Group
- **May 8:** RNM Committee



## Act on Recommendations

- Implement **priority recommendations**
- Sequence discussions to **refine other proposed actions**
- **Return to policymakers** for guidance on next steps

# Thank You

