

Draft RNM Council Charter and Fiscal Year 2023-24 & FY 24-25 Work Plan



Regional Network Management Council
November 27, 2023

RNM Implementation Status

Timeline

2020

Blue Ribbon Transit Recovery Task Force

In May 2020, MTC created a 32-member Blue Ribbon Transit Recovery Task Force (“Task Force”) to support MTC in the development of a regional response to address the adverse impacts of the COVID-19 pandemic on transit systems in the Bay Area.

BLUE RIBBON



TRANSIT RECOVERY TASK FORCE

2021

Bay Area Transit Transformation Action Plan

In July 2021, the Task Force approved 27 specific near-term actions to re-shape the region’s transit system into a more connected, more efficient, and more user-focused mobility network across the entire Bay Area which formed the Bay Area Transit Transformation Action Plan (TAP).



2022

Network Management Evaluation

- The Task Force requested that a study be completed to select a preferred alternative structure(s) for Regional Network Management (RNM) and recommend next steps to achieve implementation
- Accordingly, MTC established a Network Management Business Case Evaluation project to assess and recommend a preferred regional network management framework to achieve near-term and longer-range transit mobility goals



2023

RNM Stand Up

- In February 2023, MTC approved a regional network management framework to be established
- Throughout 2023, MTC worked to stand up the RNM, including activities such as:
 - Developing charters
 - Hiring dedicated RNM personnel
 - Drafting work plans
 - Creating program management tools
- On July 14, the RNM Committee (formerly the Operations Committee) held its inaugural meeting
- On October 27, the Customer Advisory Committee held its inaugural meeting
- The first RNM Council is planned for November 2023

Implementation Activities / Status

We Are Here

Pre-Launch	Spring	Summer	Fall	Ongoing
<ul style="list-style-type: none"> ✓ MTC Action: Action proposed RNM structure ✓ Funding: Develop initial budget, funding requirements, and funding plan for Dedicated Staff ✓ MTC RNM Committee: Commission Committee Structure Approach / Membership 	<ul style="list-style-type: none"> ✓ Administration: Consultant and staff onboarding ✓ MTC RNM Committee: Amend Commission procedures ✓ Funding: Approve MTC Budget/ Partial dedicated RNM budget ✓ Implementation Plan: Begin to compile Implementation Plan ✓ Dedicated RNM Staff: RNM Director job description / requisition ✓ RNM Council and Transit Customer Advisory Charter: Initiate discussions to define RNM mechanics 	<ul style="list-style-type: none"> ✓ Customer Advisory Group: Establish Membership and transition plans of existing subcommittee; continue developing charter ✓ MTC RNM Committee: Develop workplan and begin convening meetings ✓ Program Management tools: Begin to develop portfolio Management structure; expand Co-PM model ✓ Dedicated RNM Staff: Advance recruitment process for RNM Director ✓ RNM Council: Continue developing charter; develop workflows; advance work plan 	<ul style="list-style-type: none"> ✓ Dedicated RNM Staff: RNM Director on Board ✓ Customer Advisory Group: Begin convening meetings; finalize charter ❑ Dedicated RNM Staff: Job descriptions / requisitions for any immediate Support Staff ❑ RNM Council: Begin convening meetings; finalize charter ❑ Transformation Action Plan: Action Plan Implementation (Cross-Functional Staff Support) ❑ Other: Partnership and stakeholder consultations 	<ul style="list-style-type: none"> ❑ RNM Council: Finalize RNM Council Work Plan ❑ Transformation Action Plan: Update Action Plan Revisions ❑ Dedicated RNM Staff: Begin hiring process for any immediate Dedicated Support Staff ❑ Funding: Secure remaining and additional funding for dedicated RNM budget ❑ Metrics: Establish KPI reporting process and begin reporting on KPIs

RNM Refresher

RNM Mission:

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

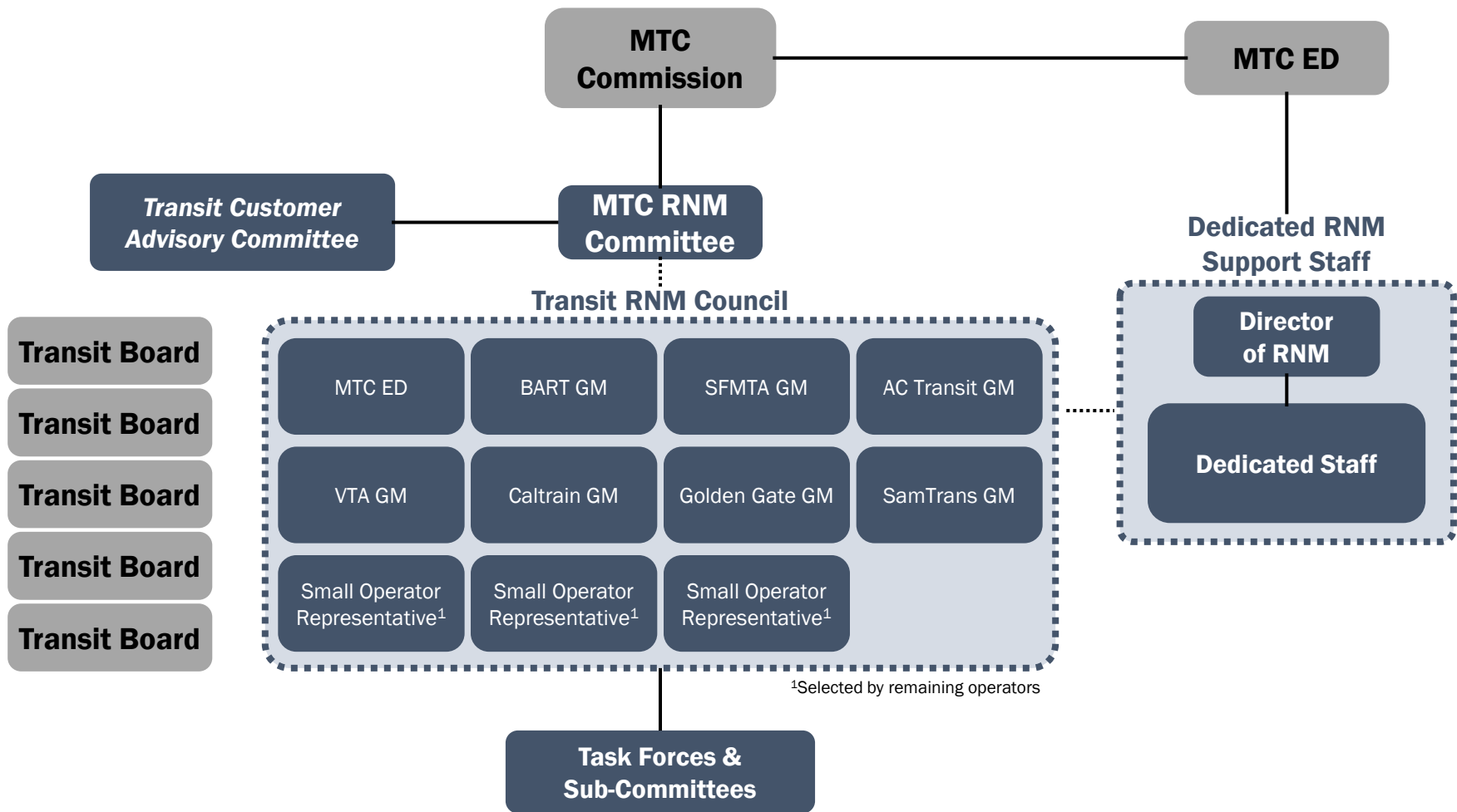
RNM Vision:

To advance regional goals in equity, livability, climate, and resiliency through a unified regional transit system that serves all Bay Area populations

RNM Objectives:

- **Deliver Customer Benefits** (e.g., enhanced experience, improved safety, increased accessibility, reduced travel times)
- **Deliver Network Management Benefits** (e.g., improved planning, economies of scale, increased ridership, improved decision making)
- **Deliver Other Public Benefits** (e.g., reduced VMT, economic growth, enhanced connectivity, increased equity)

RNM Organizational Structure:



RNM Council Charter

RNM Council Charter Purpose, Guiding Principles, & Outline

Charter Purpose

- 1 Memorialize **what** the RNM Council is
- 2 Provide transparency for **how** the RNM Council will operate
- 3 Better **define the relationship** between the RNM Council and other RNM components and existing structures

Charter Guiding Principles

- 1) Provide clarity without limiting the Council
- 2) Enable collaborative, but efficient decision making
- 3) Begin with the imperfect - charter will be tested, and updated as initiatives are enacted

Charter Outline

- A. RNM Council Purpose
- B. RNM Council Roles and Responsibilities
- C. RNM Council Work Plan
- D. Dedicated RNM Support Staff
- E. RNM Council Membership
- F. RNM Council Meetings
- G. RNM KPIs, Evaluation, and Improvement

RNM Council Structure: Purpose and Original Design

Genesis of the **governance model** for the *RNM Council*

The *RNM* was created to:

1

Drive transformative improvements in the customer experience for regional Bay Area transit

(RNM Mission)



2

Advance regional goals in equity, livability, climate, and resiliency through a unified regional transit system that serves all Bay Area populations

(RNM Vision)



The purpose of the *RNM Council* is to:

Bring together leadership from transit agencies and MTC to provide executive guidance on regional transit policies and actionable implementation plans in pursuit of the RNM's Mission and Vision



Reminder on NMBCAG Recommendation:

11 Member Council

- 7 Large Transit Operators
- 3 Small/Medium Transit Operator Representatives
- 1 Regional - MTC

Proposed Voting Structure

- 1) **Consensus first:** The RNM Council shall first seek consensus on decisions
- 2) **Simple majority:** If consensus can not be achieved, then a simple majority vote shall be taken, and the divergence in positions may be documented to the referring committee.
- 3) **One vote per large members:** Large operators plus MTC get one vote each
- 4) **Consolidated votes for small/medium operators:** Small/ medium operator votes are consolidated through 3 small/ medium operator Council Members
- 5) **Subject to review:** The RNM Council voting structure will be reviewed for improvement, at a minimum every 2 years, or if evolution in the Council role warrants.

Key Takeaways on Voting Structure:

- Easy to understand and implement
- Accounts for differences in population / rider / agency sizes by providing one vote to larger members and consolidated votes to smaller members
- Can help drive clear recommendations and actions from the RNM Council by leveraging a majority vote when needed
- Can be easily modified over time, as needed, but will not get “outdated” as other weighting structures might as circumstances change (e.g., ridership, population)

The RNM Work Plan: Movement Towards Transformation

The Work Plan provides the foundation for the RNM Council to ...



Promote Partnerships & Perspectives

- Strengthen and build upon collaboration between MTC, transit operators, agencies, and other stakeholders
- Incorporate key customer perspectives and interests of diverse stakeholders



Communicate the Evolution of Regional Transit and its Accomplishments

- Champion and advocate for regional transit priorities
- Tell the “transit story” by sharing progress and achievements to the public and stakeholders



Implement Action Plan Priorities

- Elevate initiatives that deliver tangible outcomes for the customer
- Prioritize and identify required resources and funding for the successful delivery of results



Refine Governance Roles

- Define goals and shape the success of RNM
- Establish new and improved institutional commitments to continuous progressive and long lasting customer focused change in our transit system.

RNM Council Work Plan Approach & Framework

The RNM Council brings together leadership from transit agencies and MTC to provide executive guidance on regional transit policies and actionable implementation plans in pursuit of the RNM's Mission and Vision.

The **RNM Council FY2023-24 & FY2024-25 Work Plan** includes items that will benefit from transit agency operational expertise and are generally considered to be of regional importance or interest.

The work plan was developed in coordination with transit operators and is anchored by the desired outcomes of the **Transit Transformation Action Plan**.

Work Plan Purpose

- 1 Set clear priorities and goals for RNM Council **topics** and **timing**
- 2 Maximize effectiveness of RNM Council meetings and provide a **regional** venue

Timeline

Today: Monday, November 27

RNM Council review.

Friday, December 8

RNM Committee provides additional feedback to be incorporated into the work plan.

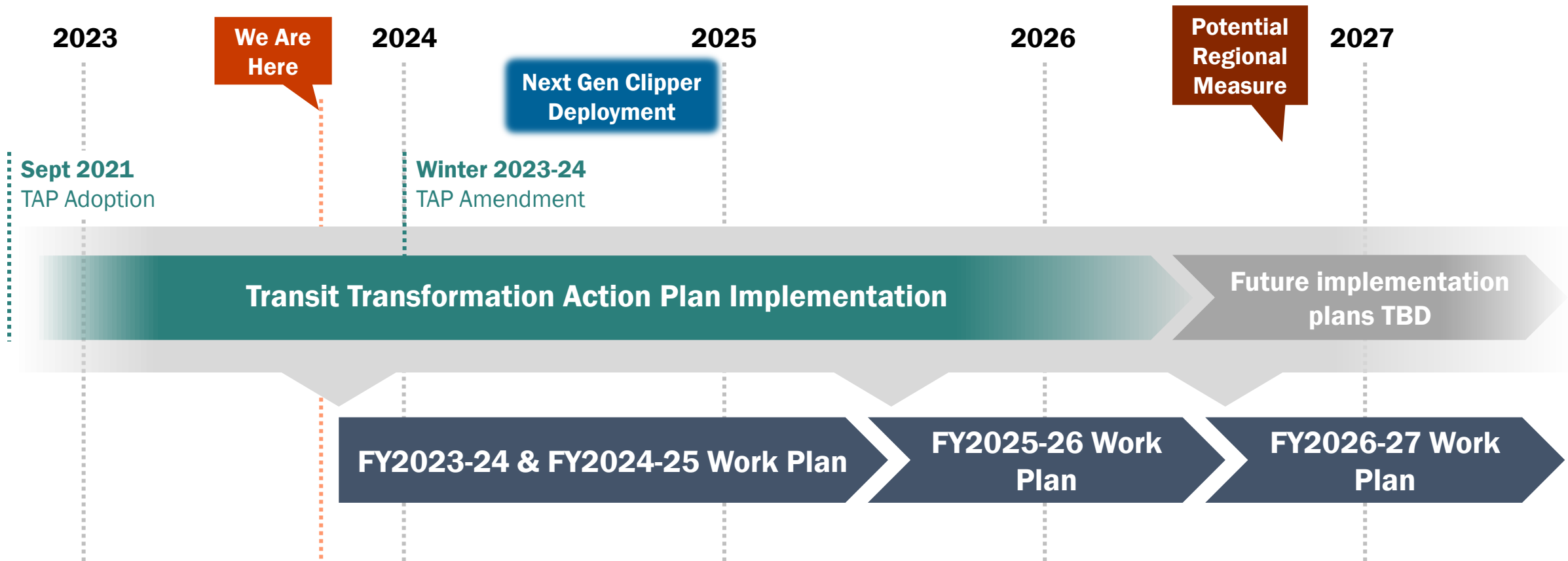
Monday, December 18

RNM Council acts and approves the work plan.

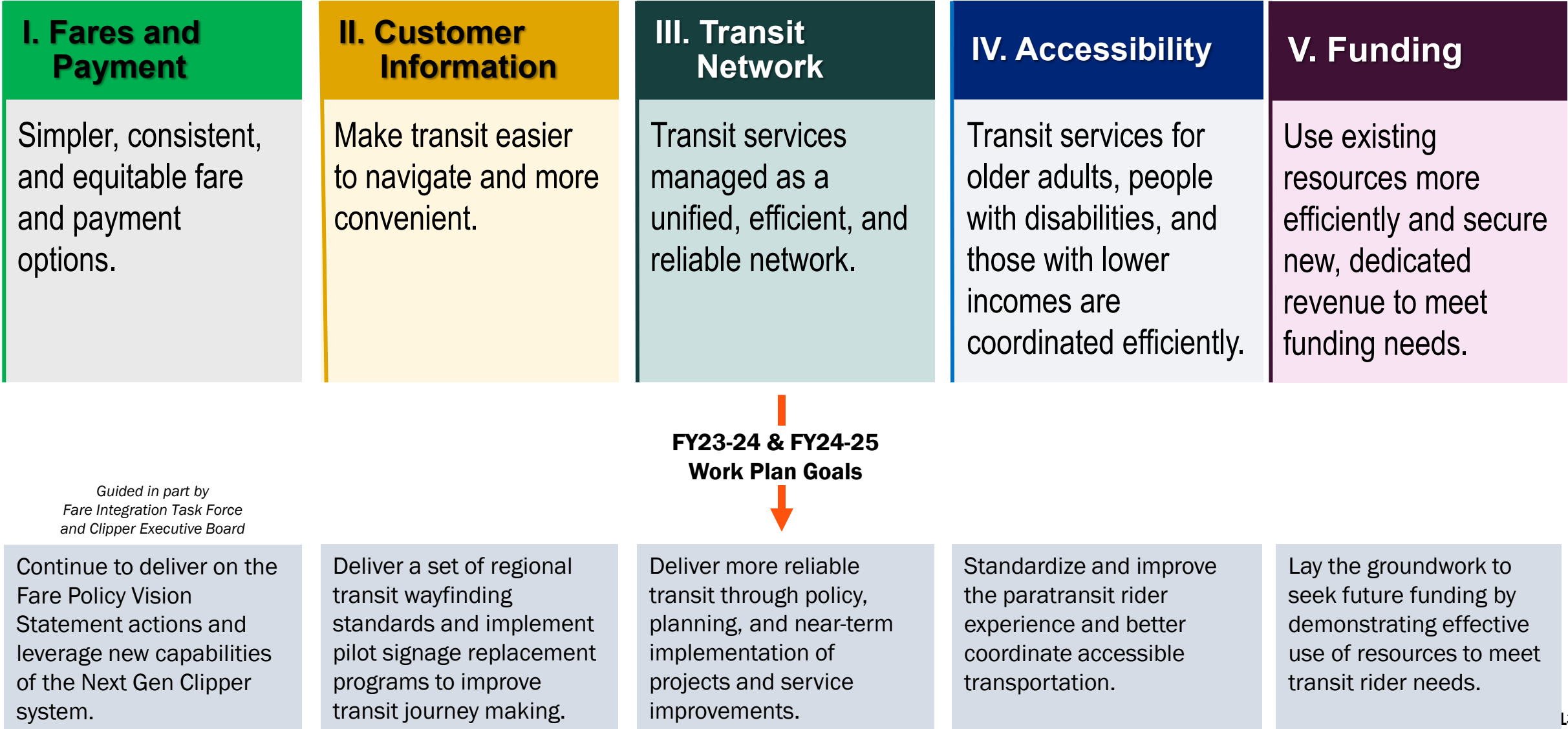
TAP & RNM Council Work Plan

Transit Transformation Action Plan: Near-term implementation plan that identifies immediate next steps to reshape the Bay Area’s transit network. Provides the framework that guides the RNM Council Work Plan.

RNM Council Work Plan: Annual (1-1.5 year) work plan that outlines key program milestones, including project updates and actions for RNM Council guidance or input.



TAP Desired Outcomes & Work Plan Goals



Guided in part by
Fare Integration Task Force
and Clipper Executive Board

Identifying Actions to Drive Tangible Outcomes for Riders

Criteria for Inclusion in the RNM Council Work Plan






Does this topic...

- 1) Align with the **mission and vision** of the RNM?
- 2) Require input or action specific to **operator perspectives**?
- 3) Benefit from a forum that facilitates **regional decision-making**?

The FY2023-24 & FY2024-25 Work Plan includes actions that:

- ☐ Result in **direct benefits** to riders
- ☐ Demonstrate **positive change** to policymakers and riders ahead of a potential 2026 regional measure
- ☐ Are **guided by the TAP outcomes**, including actions that are:
 - Identified in the TAP (currently underway or identified for acceleration)
 - Not identified in the TAP but currently underway due to improved coordination between transit operators
 - **New** activities that are consistent with TAP outcomes
- ☐ Enabled by the existence of the RNM through **accelerated decision making** and regional coordination
- ☐ Are expected to be completed by the end of FY2024-25 (June 2025)

RNM Council FY2023-24 & FY2024-25 Work Plan

RNM Council Management	Transit Transformation Action Plan				
<ul style="list-style-type: none">RNM standup activities (Charter, Work Plan, budget, staffing, etc.)TAP two-year status update and amendmentDevelop program and benefit KPIsDevelop FY2025-26 Work Plan	 Fares & Payment	 Customer Information	 Transit Network	 Accessibility	 Funding
	<ul style="list-style-type: none">Clipper START <div><p>Currently overseen by the Fare Integration Task Force:</p><ul style="list-style-type: none">+ Clipper BayPass launch and expansion (e.g. for major events)No-cost/reduced-cost interagency transfersRefine vision for common fare structure for regional transit</div>	<ul style="list-style-type: none">Prototypes and pilots for regional mapping & wayfinding signageAvailability and reliability of regional real-time transit data <ul style="list-style-type: none">+ Strategic/cohesive communications+ Coordinated customer experience surveys	<ul style="list-style-type: none">Transit priority implementation (e.g., BusAID)Regional Transit Priority PolicyTransit 2050+ project performance assessment and network concepts	<ul style="list-style-type: none">Standardize paratransit and Clipper RTC eligibility practicesImprove regional paratransit trips through one-seat ride pilot programs, improved cost-sharing, and enhanced transfer policies	<ul style="list-style-type: none">+ Develop strategies to fully fund TAP initiativesOngoing advocacy for funding
	Legend	<ul style="list-style-type: none">Ongoing TAP work that creates tangible outcomes for riders	<ul style="list-style-type: none">Ongoing TAP work related to planning and policymaking	+ New activities	

Next Steps

