

Regional Network Management Customer Advisory Group

April 28, 2026

Agenda Item 4b

Regional Network Management Framework Review

Subject:

Update on Regional Network Management (RNM) Framework Review.

Background:

In February 2023, the Commission adopted the RNM framework (MTC Resolution No. 4564) as a near-term structure to improve regional transit coordination and deliver customer benefits, while laying the groundwork for longer-term evolution. The components of the RNM framework were stood up over the course of 2023, beginning with transitioning the Operations Committee to this body in Summer 2023 and convening the RNM Council and Customer Advisory Group in Fall 2023. Continuous improvement and the long-term evolution of the RNM framework would be informed by recurring review every two years.

In May 2024, the Commission adopted performance measures to support this ongoing review and to track progress towards achieving tangible outcomes for riders and help deliver RNM's mission of achieving a more connected, efficient, and user-focused mobility network in the region (MTC Resolution No. 4648). This work is being advanced through two parallel efforts: (1) an assessment of the RNM framework itself, including identifying strengths, weaknesses, opportunities and challenges, and developing recommendations on how to evolve the RNM moving forward, and (2) consistent collection and reporting on data and metrics that reflect the transit rider experience and regional transit operations.

Today's update focuses on the first component, the first two-year review of the RNM framework. In December 2024, MTC brought on Perkins Eastman/KPMG (the Consultant Team) to conduct the review. The Consultant Team based their assessment on input from MTC, transit operators, and key stakeholders, gathered through an online stakeholder survey, small group interviews and discussions, peer benchmarking, and discussions with an RNM staff working group.

Consultant Report Key Findings

The review concludes that in the first two years of the RNM, a solid foundation has been established: the core structures are in place, the RNM is fostering collaboration and trust between operators and MTC, and early initiatives are making measurable progress and beginning to deliver results for riders. The Consultant Team found that the RNM has delivered early benefits aligned with its mission and vision and with the Transit Transformation Action Plan, such as regional fare programs, prototypes for mapping and wayfinding, and the Bay Area Transit Priority Policy for Roadways. Stakeholders widely value the RNM Council as a forum, and broadly supported dedicated coordination roles, including the dedicated RNM staff and the Co-Project Management model (pairing MTC and transit operator staff to co-lead initiatives).

The review also identified opportunities to improve how the RNM operates and to support more timely and visible progress:

1. Improve stakeholder awareness
2. Further detail the regional vision
3. Maximize utilization of the RNM structure
4. Increase the speed and scale of delivery
5. Improve the ease of collaboration

The Consultant Team also notes that regional network management models are not static and evolve over time to meet the needs of the respective region. The review identifies refinements that can meaningfully strengthen the current RNM framework in the near term, and also presents the longer-term consideration that the region would benefit from revisiting more fundamental changes to the RNM framework at the appropriate time.

Staff Recommendations and Next Steps

Staff reviewed the Consultant Team's proposed near-term actions and identified the following recommendations to build on the existing RNM 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

- Implementing **process improvements** 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 Co-PM model, matrixed staff, 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**

The Consultant Team’s findings and staff recommendations were presented to the RNM Council at its meeting on April 27, 2026 and will also be brought to the RNM Committee on May 8, 2026.

Staff will take actions to advance the recommendations, and will return to each of the RNM bodies as appropriate with updates or to seek further guidance on implementation of the recommendations.

Issues:

None identified.

Recommendations:

None.

Attachments:

- MTC Resolution No. 4564. Regional Network Management Framework
- MTC Resolution No. 4648. Regional Network Management Performance Measures
- Attachment A: Presentation
- Attachment B: Two-Year Regional Network Management (RNM) Framework Review