



Metropolitan Transportation Commission

Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Meeting Agenda

Executive Committee

MTC Executive Committee Roster:

Alfredo Pedroza, Chair Nick Josefowitz, Vice Chair

*Carol Dutra-Vernaci, Federal D. Glover, Sam Liccardo,
David Rabbitt, Jim Spering, Amy Worth*

Wednesday, October 26, 2022

10:00 AM

HYBRID (In-Person Option Available)

The MTC Executive Committee is scheduled to meet on Wednesday, October 26, 2022 at 10:00 a.m. or immediately following the 9:50 a.m. BAIFA meeting, in the Bay Area Metro Center (HYBRID with In-person option available). 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.

Meeting attendees may opt to attend in person for public comment and observation at 375 Beale Street, Board Room (1st Floor). In-person attendees must adhere to posted public health protocols while in the building.

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/89271100764>

Or iPhone one-tap: US: +13462487799,,89271100764# or +14086380968,,89271100764#

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: 892 7110 0764

International numbers available:<https://bayareametro.zoom.us/j/89271100764>

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. Call to Order / Roll Call / Confirm Quorum

A quorum of this Committee shall be a majority of its regular non ex-officio voting members (5).

2. Consent Calendar

- 2a. [22-1433](#) Minutes of the September 28, 2022 meeting

Action: Committee Approval

Attachments: [2a 22-1433 Sept 28 Executive Committee Draft Minutes.pdf](#)

3. Information

- 3a. [22-1436](#) Transit Transformation Action Plan: General Updates

MTC staff and Transit Agencies will present updates on the Transit Transformation Action Plan.

Action: Information

Presenter: Melanie Choy and Transit Agency General Managers

Attachments: [3a 22-1436 Transit Transformation Action Plan Updates.pdf](#)

[3a 22-1436 Attachment A MTC Update Presentation.pdf](#)

[3a 22-1436 Attachment B Transit Agency Coordination Presentation.pdf](#)

- 3b. [22-1434](#) Network Management Update

Staff will present a progress, schedule and deliverable update on the Regional Network Management Business Case Evaluation process.

Action: Information

Presenter: Shruti Hari

Attachments: [3b 22-1434 Network Management Update.pdf](#)

[3b 22-1434 Attachment A Network Management Update .pdf](#)

- 3c. [22-1435](#) Regional Rail Partnerships Study

Staff will present draft preliminary findings from the Regional Rail Partnerships study and receive feedback to inform the final study deliverables and potential next steps.

Action: Information

Presenter: Shruti Hari

Attachments: [3c 22-1435 Regional Rail Partnerships Study.pdf](#)

[3c 22-1435 Attachment A Regional Rail Partnership Study Presentation .p](#)

4. Public Comment / Other Business

5. Adjournment / Next Meeting

The next meeting of the MTC Executive Committee will be held on a date, time, and a place duly noticed.

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.

MTC's Chair and Vice-Chair are ex-officio voting members of all standing Committees.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 22-1433 **Version:** 1 **Name:**
Type: Minutes **Status:** Committee Approval
File created: 8/30/2022 **In control:** Executive Committee
On agenda: 10/26/2022 **Final action:**
Title: Minutes of the September 28, 2022 meeting
Sponsors:
Indexes:
Code sections:
Attachments: [2a 22-1433 Sept 28 Executive Committee Draft Minutes.pdf](#)

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

Subject:
Minutes of the September 28, 2022 meeting

Recommended Action:
Committee Approval



Metropolitan Transportation Commission Meeting Minutes

Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Executive Committee

MTC Executive Committee Roster:

Alfredo Pedroza, Chair Nick Josefowitz, Vice Chair

*Carol Dutra-Vernaci, Federal D. Glover, Sam Liccardo,
David Rabbitt, Jim Spering, Amy Worth*

Wednesday, September 28, 2022

8:15 AM

HYBRID (In-Person Option Available)

Special Meeting

1. Call to Order / Roll Call / Confirm Quorum

Present: 7 - Commissioner Dutra-Vernaci, Commissioner Glover, Vice Chair Josefowitz, Chair Pedroza, Commissioner Rabbitt, Commissioner Spering and Commissioner Worth

Absent: 1 - Commissioner Liccardo

2. Closed Session

2a. [22-1552](#) Closed Session Public Comment

2b. [22-1553](#) Closed Session - PUBLIC EMPLOYEE APPOINTMENT/PUBLIC EMPLOYMENT - Title: Executive Director

The Executive Committee met in closed session pursuant to Government Code Section 54957(b) to consider Public Employee Appointment/Public Employment for the MTC Executive Director position.

2c. [22-1554](#) Open Session

Meeting reconvened in Open Session and General Counsel, Kathleen Kane, announced that there is no reportable action.

3. Consent Calendar

Upon the motion by Commissioner Rabbitt and seconded by Commissioner Dutra-Vernaci, the Committee unanimously approved the Consent Calendar by the following vote:

Aye: 5 - Commissioner Dutra-Vernaci, Commissioner Glover, Chair Pedroza, Commissioner Rabbitt and Commissioner Spering

Absent: 3 - Vice Chair Josefowitz, Commissioner Liccardo and Commissioner Worth

3a. [22-1555](#) Minutes of the September 23, 2022 meeting

Action: Committee Approval

4. Public Comment / Other Business

5. Adjournment / Next Meeting

The next meeting of the MTC Executive Committee will be held on a date, time, and a place duly noticed.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 22-1436 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 8/30/2022 **In control:** Executive Committee

On agenda: 10/26/2022 **Final action:**

Title: Transit Transformation Action Plan: General Updates

MTC staff and Transit Agencies will present updates on the Transit Transformation Action Plan.

Sponsors:

Indexes:

Code sections:

Attachments: [3a 22-1436 Transit Transformation Action Plan Updates.pdf](#)
[3a 22-1436 Attachment A MTC Update Presentation.pdf](#)
[3a 22-1436 Attachment B Transit Agency Coordination Presentation.pdf](#)

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

Subject:

Transit Transformation Action Plan: General Updates

MTC staff and Transit Agencies will present updates on the Transit Transformation Action Plan.

Presenter:

Melanie Choy and Transit Agency General Managers

Recommended Action:

Information

**Metropolitan Transportation Commission
Executive Committee**

October 28, 2022

Agenda Item 3a - 22-1436

Transit Transformation Action Plan: General Updates

Subject:

MTC staff and Transit Agencies will present updates on the Transit Transformation Action Plan.

Background:

The Blue Ribbon Transit Recovery Task Force's 27-point Transit Transformation Action Plan sets a course for accelerating the Bay Area's transit network transformation while integrating with recovery actions that are on-going in the wake of the pandemic. Staff and our transit partners are proceeding with implementation, with a focus on the accelerated actions. Key elements that are foundational to the implementation of the Action Plan are:

- 1) Funding and Resources
- 2) Implementation
- 3) Policy and Legislative Support
- 4) Collaboration and Partnership

Transit agencies have continued their close coordination and collaboration to make customer focused operational improvements. At the October 26 MTC Executive Committee meeting, transit agencies will provide an update of their efforts.

Issues:

None identified.

Recommendation:

Information

Attachments:

- Attachment A: MTC Update Presentation
- Attachment B: Transit Agency Coordination Presentation



Therese McMillan



TRANSIT TRANSFORMATION
ACTION PLAN

Implementation Update

October 28, 2022

Supporting the Action Plan

1. Funding and Resources

- ARP, OBAG 3 and REAP (pending) funding
- Evaluate existing resources, possible reprioritization
- Continue to seek longer-term needs for full implementation of Action Plan

2. Implementation

- Sequencing and prioritization of 27 actions to directly support operational improvements in the near-term
- Defining project scopes

3. Policy and Legislative Support

- 2022- 2023 – MTC State and Federal Advocacy Program

4. Collaboration and Partnership

- Co-project managers and operator project advisors for action items
- Policy Advisory Council – New TTAP subcommittee
- Continue collaboration and partnerships from the Blue Ribbon Transit Recovery Task Force

Updates on Actions

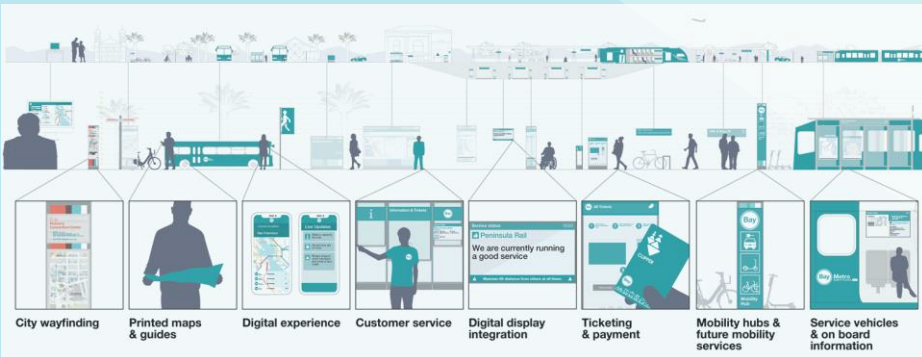
Action Area

Fare Coordination and Integration (#1-3)



- BayPass Pilot launched
 - Educational institutions in August 2022
 - Mid-pen Housing scheduled to launch October 2022
- Free/Reduced Cost Transfers: Draft policy in review, endorsement consideration anticipated in Winter 2022/23

Mapping and Wayfinding (#4-6)



- System Planning
 - Applied Wayfinding Inc. under contract
 - Detailed work plan currently in process, including stakeholder and public engagement approach.
 - System design standard development (Winter 2022/23)
- Mapping Services Platform
 - Consultant Procurement in process, anticipated selection end of 2022
- Establish Project Managers and Transit Operator Project Lead

Updates on Actions

Action Area

Transit Network (#7 - 20)



- Bus Transit Priority
 - Outlining complexity and scale of the collection of Action Projects; Developing program plan
 - Design proceeding on I-80 transit improvements projects for the Bay Bridge Corridor
 - Transit Priority Initiative call for projects issued October 2022, project selection 2023
- Network Management Assessment – Recommendations in early 2023
- Rail Partnership Assessments – Recommendations in late 2022
- Connected Network Plan – Currently in scope definition with partners and stakeholders
- Realtime Data – Regional standards development and cost assessment are in progress

Updates on Actions

Action Area

Accessibility (#21-25)



- Action items have been combined into one workplan and augments Coordinated Plan effort currently underway
- Kicked off compendium of work in September 2022.
- Discussions at E&A Subcommittee

Funding (#26-27)



- Listening Session held in December 2021
- Stakeholder engagement commencing Fall 2022 through 2023 to inform enabling legislation in 2024



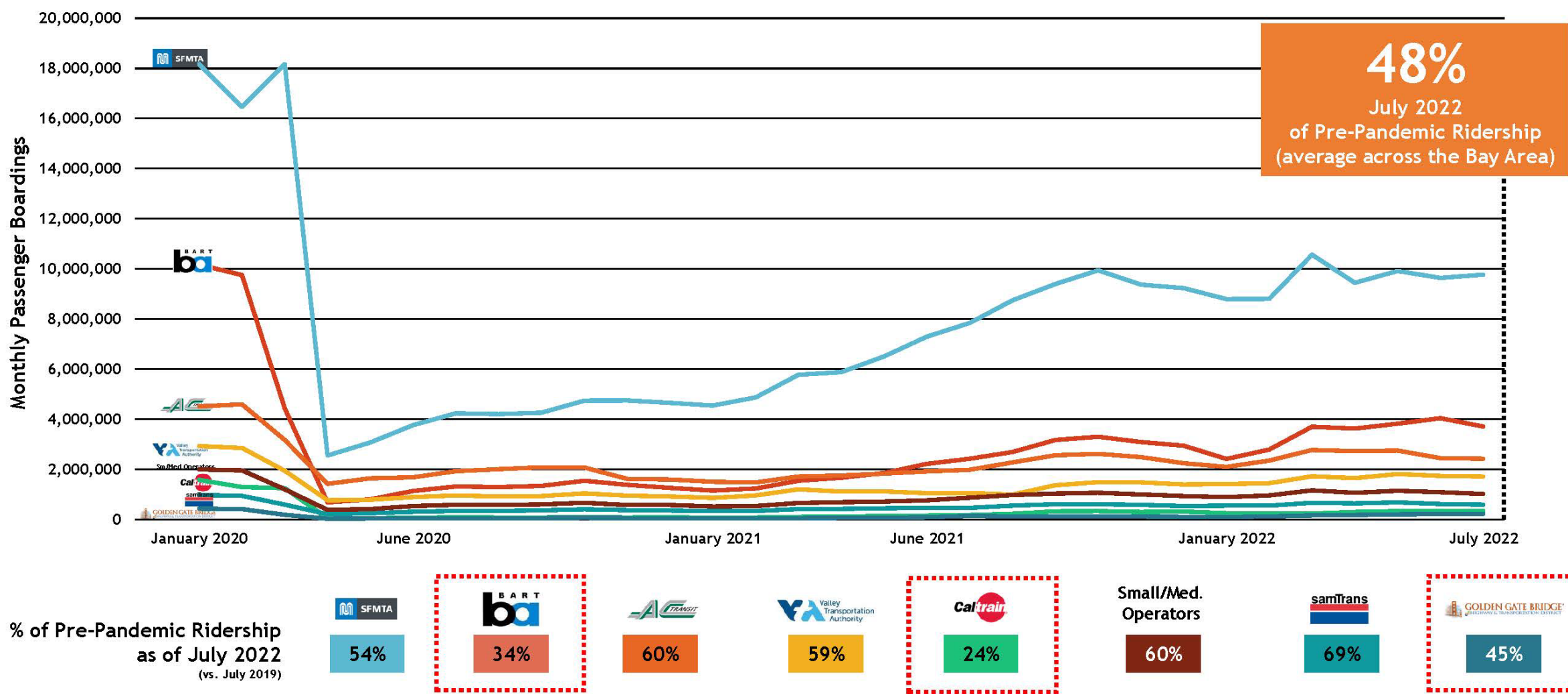
TRANSIT TRANSFORMATION
ACTION PLAN

<https://mtc.ca.gov/planning/transportation/public-transit/transit-transformation-action-plan>

Transit Coordination Fall 2022 Update

October 26, 2022





Source: National Transit Database - Monthly Module

Context of Uncertainty

Ridership Recovery is Slow and Uneven

Regional Staffing Shortage Continues; May Limit Service Restoration

Context of Uncertainty: Operating Shortfall

Operators Continue to Face a Fiscal Cliff .

Federal stimulus has sustained transit operations since the start of the COVID 19 pandemic

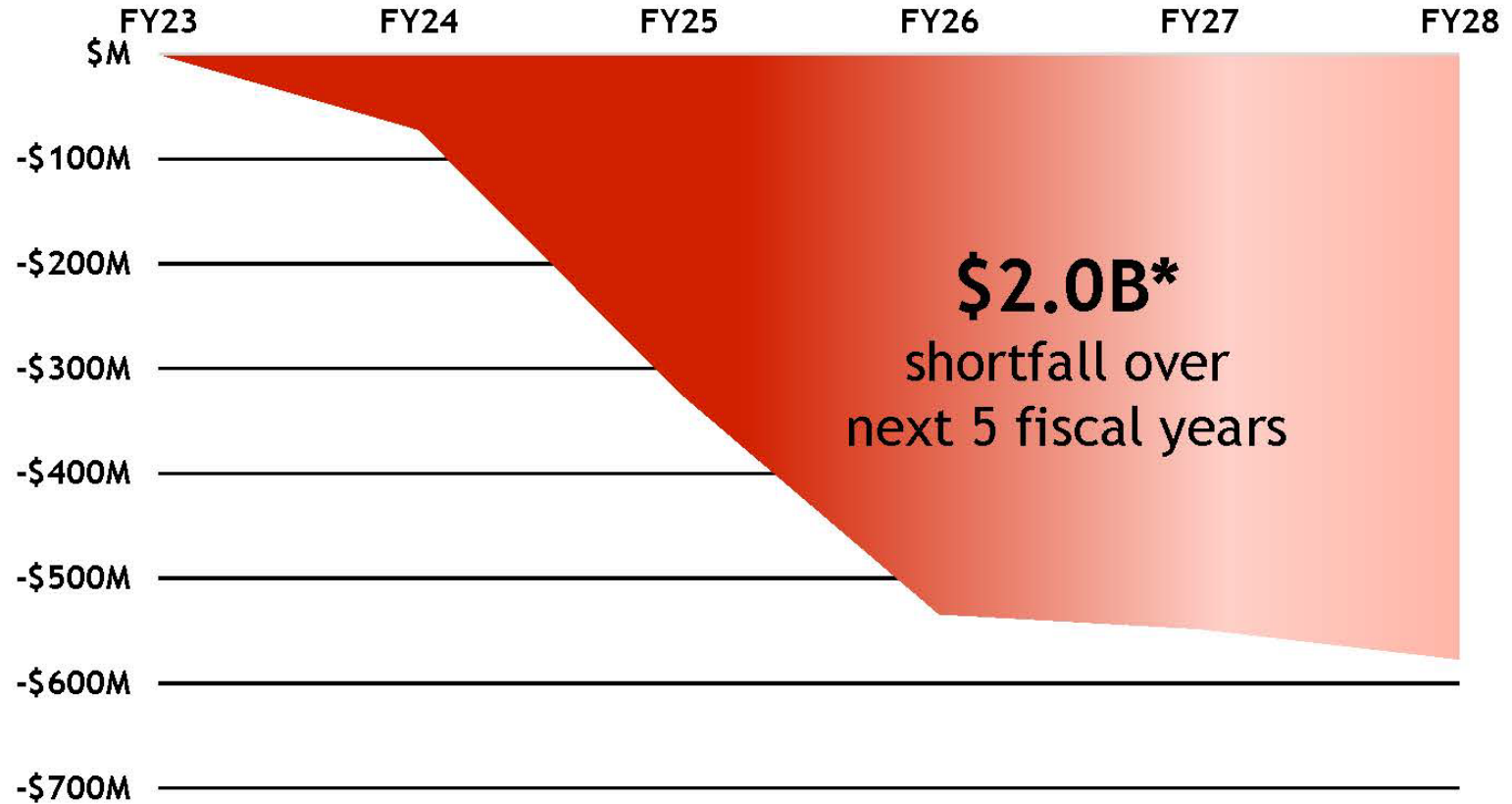
Operators face fiscal cliffs upon expenditure of stimulus funds

BART, Golden Gate, Caltrain, WETA, and SFMTA face the largest shortfalls as a % of total operating expenses

Small/Medium bus/rail operators are generally in better shape, however they face significant cost pressure from zero-emission transition over coming decade

RM3 funding availability remains unknown

Projected Operating Deficits FY 24 -FY 28 - Large 7 Operators



Source: Transit operator data provided to MTC, October 2022.

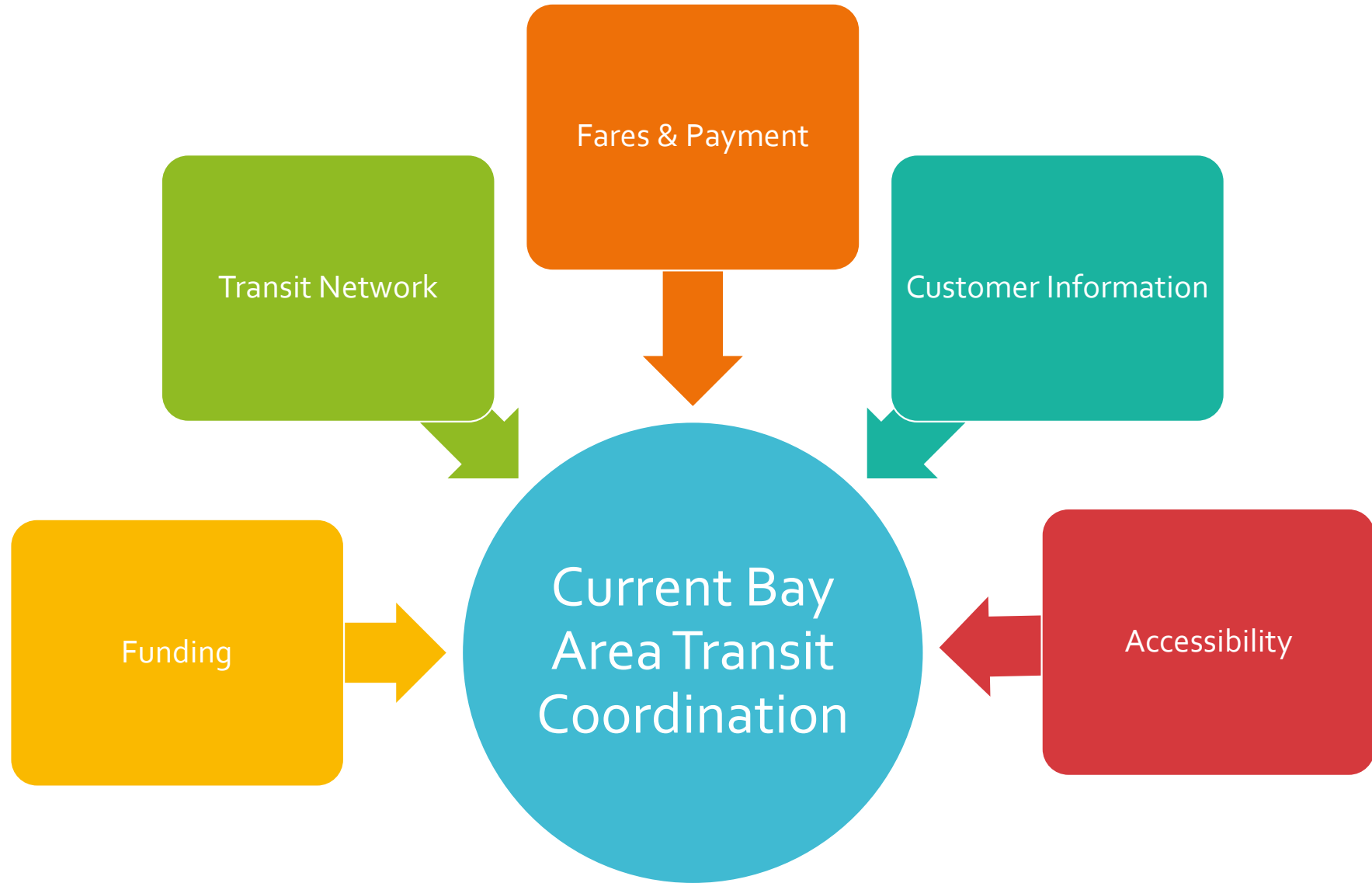
*Note: Accuracy of shortfall estimate may diminish in later years due to operating environment uncertainty. 5-Year operating shortfall forecasts will be assessed in greater detail over the coming months.

Current Bay Area Transit Coordination

Regular weekly coordination by all operators on multiple facets and sharing of best practices

Progress on all five Transformational Outcomes outlined in the Transit Transformation Action Plan

Shared staffing & consultant support on key topics



Funding & Legislative Advocacy

Ensures the transit service that people depend on can be maintained and increase over the long-term by making transit financially viable into the future.

Coordination on Funding Opportunities

- Consensus-based distribution of Federal COVID relief
- Ongoing coordination on funding advocacy and allocation
 - CA State Budget Surplus
 - Multi-operator TIRCP grant application (Sonoma County Transit, Santa Rosa CityBus, Petaluma Transit, SMART, Mendocino Transit)
- Joint procurements

Coordination to Improve and/or Advance Legislation



Transit Network: Service & Schedules

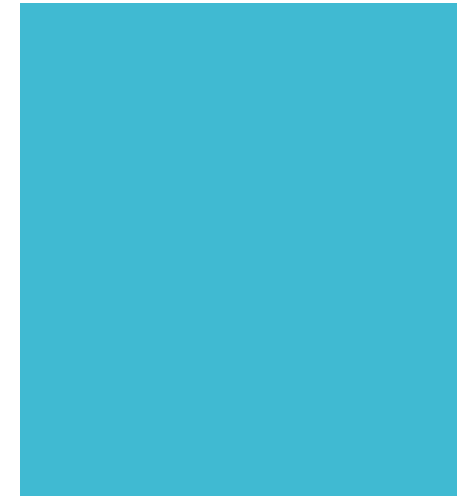
Improve connections to make riding between operators easy and convenient.

Process and Information Alignment

- Advance alignment of sign-up calendars and service change dates - update labor agreements as needed/feasible (dependent on negotiations)
- Align Ongoing Schedule Process - share schedule changes earlier to enable better coordination of connections across operators (i.e. BART to Caltrain to SamTrans).
- Develop Data Tools to objectively assess transfer quality and incorporate into process (in coordination with MTC Transit Transfer Analysis Tool)
- Regular meetings to ensure coordination & improve connectivity

Improve key connections

- BART/Caltrain connection at Millbrae via coordinated schedule and simple cross-platform transfers

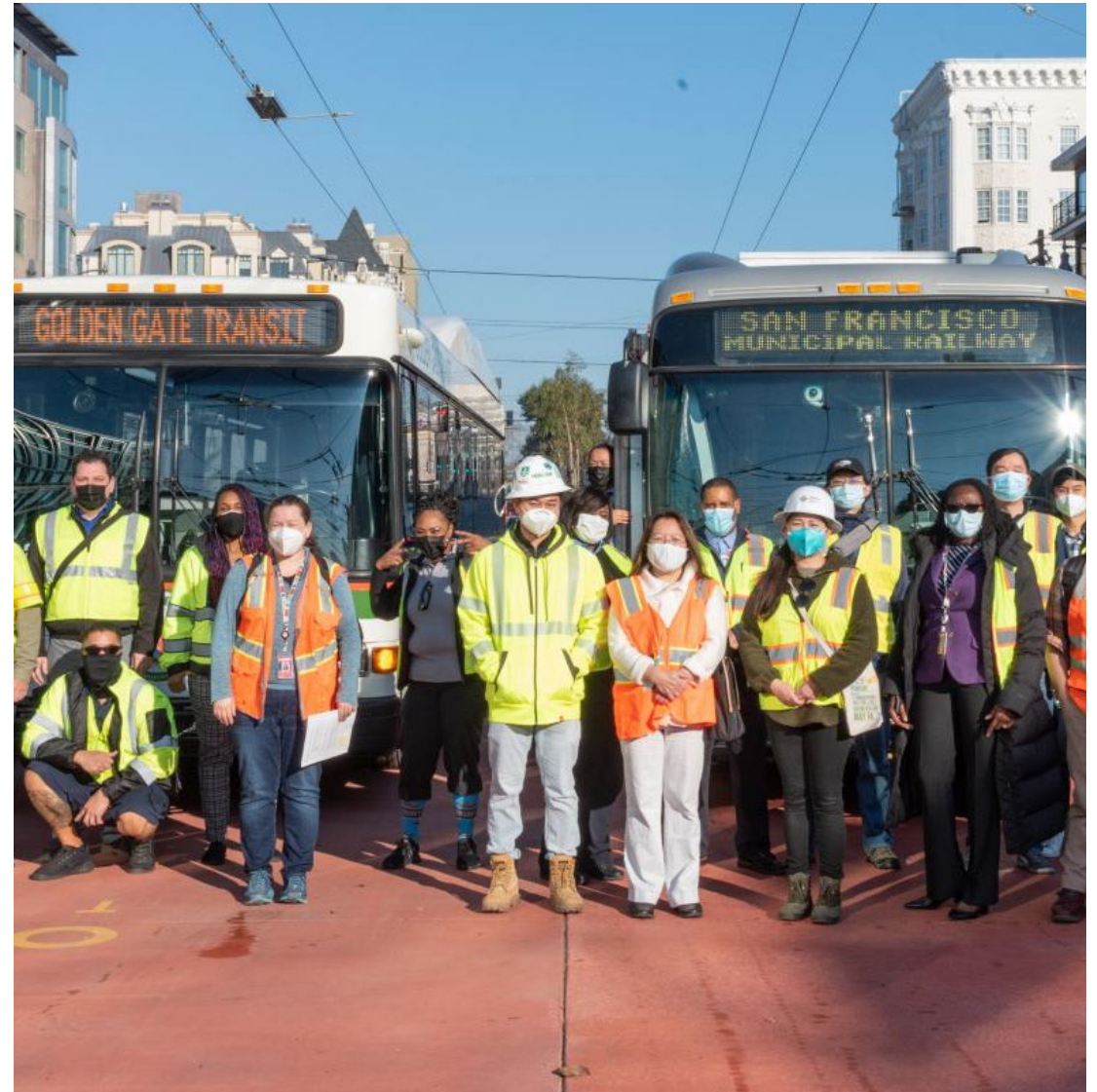


Transit Network: Transit Priority

Taking buses out of traffic on city streets reduces rider travel times and makes transit service more reliable.

SFMTA Muni Forward program, including red lanes, HOV lanes on Lombard Avenue plus Van Ness Avenue BRT opening, with shared access with Golden Gate Transit

AC Transit implementation of Bus Rapid Transit along International Boulevard and with City of Oakland dedicated transit lanes on Broadway through downtown Oakland



Transit Network: Coordination

Improve connections to make riding transit easy and convenient.

Network Legibility & Ease of Use

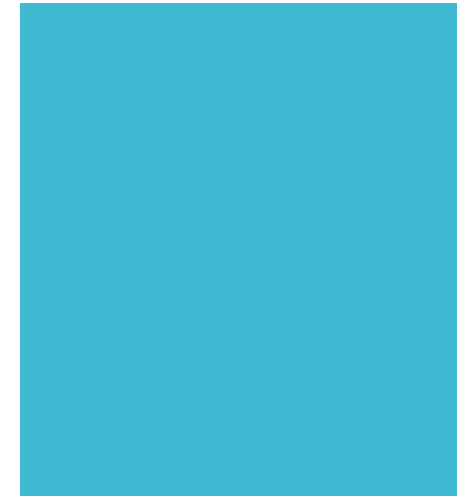
- Renumber bus routes to eliminate duplication, i.e. Golden Gate route re-numbering (Dec. 2021)
- Open Door Policy/Service Reciprocity – eliminate regional restrictions on local routes (i.e. Golden Gate and SamTrans buses in SF)

Transfer Hub Coordination

- Created draft framework to improve the transfer experience and identification of gaps and areas of improvement through pilot evaluation
- El Cerrito del Norte Intermodal Modernization: Improved bus hub layout, circulation, patron amenities and allows for future electric bus charging

Operator/Driver Restroom reciprocity

- AC Transit at BART, SamTrans at Daly City BART and Stonestown)



Transit Network: Zero Emission Transit

Transitioning to zero emission buses will reduce pollution and improve air quality.

Zero Emission Bus scoping

- Coordinating with MTC on regional strategy for ZEB Implementation

Coordination on installation of inductive bus chargers at BART stations

Zero Emissions Bus Feasibility Study for Sonoma & Mendocino

- Bus agencies in coordination with Sonoma Clean Power

WETA to build new zero emission ferry vessels



Transit Network: Planning & Technology

Provide real-time information for riders, plan for a more connected network to improve mobility.

Data (GTFS) Standards & Coordination

- Coordination with statewide standards & Clipper 2
- Meet standards and improve feed data
- Coordinate with MTC on identifying gaps
- Develop concepts for additional improvements and features (i.e. Pathways)

Connected Network Plan Scoping

Common Transit Service Categories and Definitions

- Operators, with MTC staff, developed common definitions for transit service types across the region; to be used in wide range of planning applications



Fares & Payment: Implement Fare Integration & Coordination Study

Make riding transit easier and more affordable.

BayPass Pilot

- Launch of Institutional Pass Pilot on 8/15
- Hired Pilot Program Manager
- Agency unanimous approval of Clipper BayPass Pilot
- Coordinated communications plan & press release

Interagency Transfer Policy development



Ruth Ferguson
@ruthie_ferg

We budget about \$300 every month for me to take @SFMTA_Muni & @SFBART to @UCBerkeley. I am soooo thrilled (and excited!!) to have been randomly selected to participate in this program!!!

 BART  @SFBART · Aug 15

BART is a proud partner of @MTCBATA's Clipper BayPass pilot program, a newly launched two-year program which will provide nearly 50,000 Bay Areans free access to all bus, rail and ferry services in the nine-county region under one Clipper card.

bart.gov/news/articles/...

[Show this thread](#)



Fares & Payment: Coordinated Fare Programs

Make riding transit easier and more affordable.

Clipper START expansion and extension

Contra Costa County programs:

- Free Transfers
- Shared Day Pass Accumulator
- Summer & back-to-school free fare programs

Muni and SamTrans Route 122 Pilot:

- Muni pass accepted on part of Route 122 in SF

Sonoma County programs:

- Reciprocal fare transfer agreements
- Uniform base fares & consistent fare free days on local bus service
- Joint proposal for fare free youth program on local bus service



Customer Information: Wayfinding & Signage

Improve rider experience, provide consistent customer experience, make bus to rail transfers more intuitive.

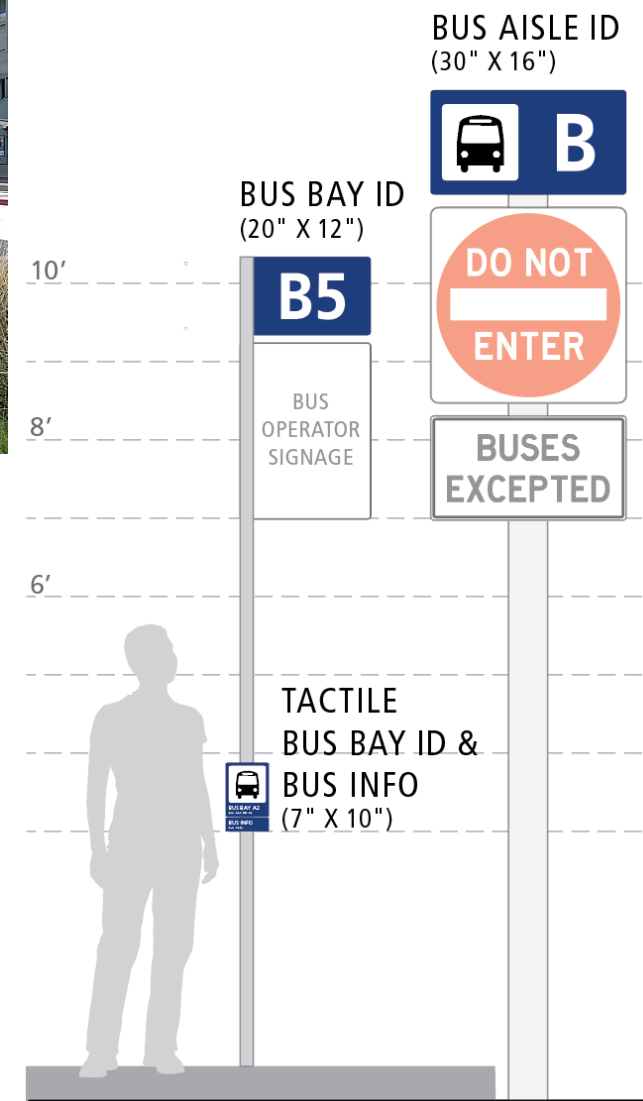
Implement new BART Station Access Signage and Wayfinding Guidelines & Advance Pilots

- Bus Bay Identification Signage (including tactile signage) at 10 BART Stations
- QR code links at bus bays to GTFS information (such as real-time, schedule and alert information)
- To be incorporated into Regional Standards

Active Engagement with MTC's Regional Mapping & Wayfinding, including working to reflect current work in Regional Standards

Sonoma County bus operator Customer Information Improvements:

- Cross training customer service staff to provide multi-operator information
- Phone system upgrade to allow direct customer service transfers between agencies



Customer Information: Communications

Unified communications across agencies helps to build confidence in the transit network and bring riders back.

Healthy Transit Plan

Joint “All Aboard Bay Area Transit” website and campaign with a unified message

- Culturally competent campaign
- Ad buys on radio, print, digital
- Transit billboards
- Social media
- Video



All 27 Bay Area transit agencies share one mission: connecting riders to the Bay Area they know and love. With gas prices rising, wherever you're headed, consider taking public transit. 🚗 🚝 🚢 🚆 ow.ly/wBWP50GHvMX

#AllAboardBayArea

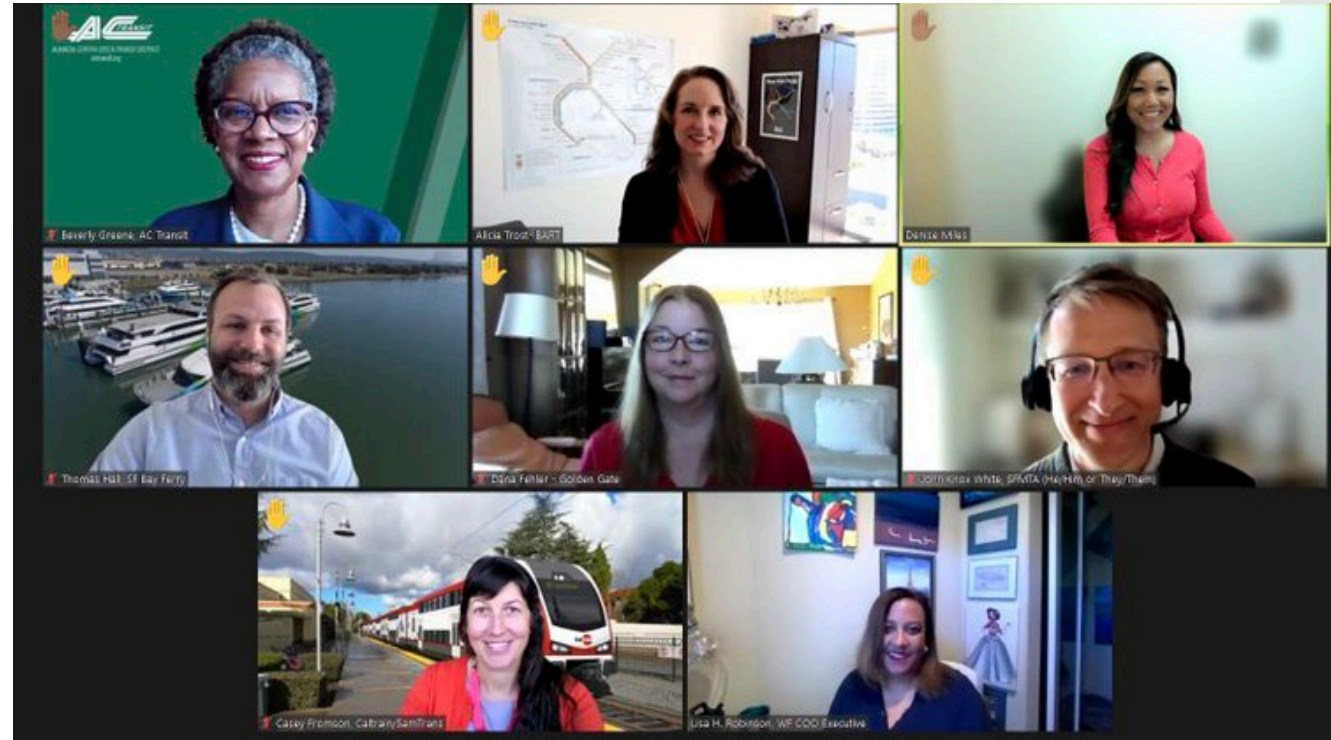


Customer Information: Communications

Transparent communication to rebuild ridership as people return to the office.

Joint Transit Town Halls with large employers (public and private) and other stakeholders

Transit agency staff took live questions from employees returning to the office



Town hall with Wells Fargo

Customer Information: Communications

Improve transparency and help people target the most convenient trips.

Rail Connections Timetables

Produce and keep up-to-date BART + Caltrain and BART + Capitol Corridor transfer timetables to improve transparency of wait times for connecting trains and help people target the most convenient trips



BART & Caltrain Transfer Timetables



BART and Caltrain are working together to provide better transfer connections at Millbrae Station. We've listed the times of all trains and their connection wait times. Yellow highlighted trips offer the most convenient transfer times.

**All times subject to delays and changes.*

- Shortest wait times between connections
- Alternate for missed connection
- No connection available

Effective: February 14, 2022

| WEEKDAY | | | | | |
|-----------------------|---------------------|---|-----------------------|---------------------|---|
| NORTHBOUND | | | SOUTHBOUND | | |
| Caltrain ARRIVAL Time | BART DEPARTURE Time | Minutes Between Arrival and Departure Times | Caltrain ARRIVAL Time | BART DEPARTURE Time | Minutes Between Arrival and Departure Times |
| - | 5:04 AM | N/A | - | 5:16 AM | N/A |
| - | 5:19 AM | N/A | - | 5:48 AM | N/A |
| - | 5:34 AM | N/A | - | 6:04 AM | N/A |
| 5:37 AM | 5:49 AM | 0:12 | 6:10 AM | 6:25 AM | 0:15 |
| 5:52 PM | - | - | 6:21 AM | 6:33 AM | 0:12 |
| 6:01 AM | 6:18 AM | 0:15 | 6:30 AM | 6:49 AM | 0:13 |
| 6:29 AM | 6:30 AM | 0:05 | 6:51 AM | 7:04 AM | 0:13 |
| 6:38 AM | 6:45 AM | 0:07 | 7:05 AM | - | 0:10 |
| 6:46 AM | 7:00 AM | 0:14 | 7:21 AM | 7:25 AM | 0:04 |
| 7:06 AM | 7:15 AM | 0:09 | 7:31 AM | - | 0:13 |
| 7:21 AM | 7:30 AM | 0:09 | 7:36 AM | 7:49 AM | 0:13 |
| 7:38 AM | 7:45 AM | 0:07 | 7:51 AM | 8:04 AM | 0:13 |
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| 8:06 AM | 8:15 AM | 0:09 | 8:21 AM | 8:30 AM | 0:09 |
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| 5:06 PM | 5:15 PM | 0:09 | 5:21 PM | 5:30 PM | 0:09 |
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| SATURDAY | | | | | |
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| NORTHBOUND | | | SOUTHBOUND | | | |
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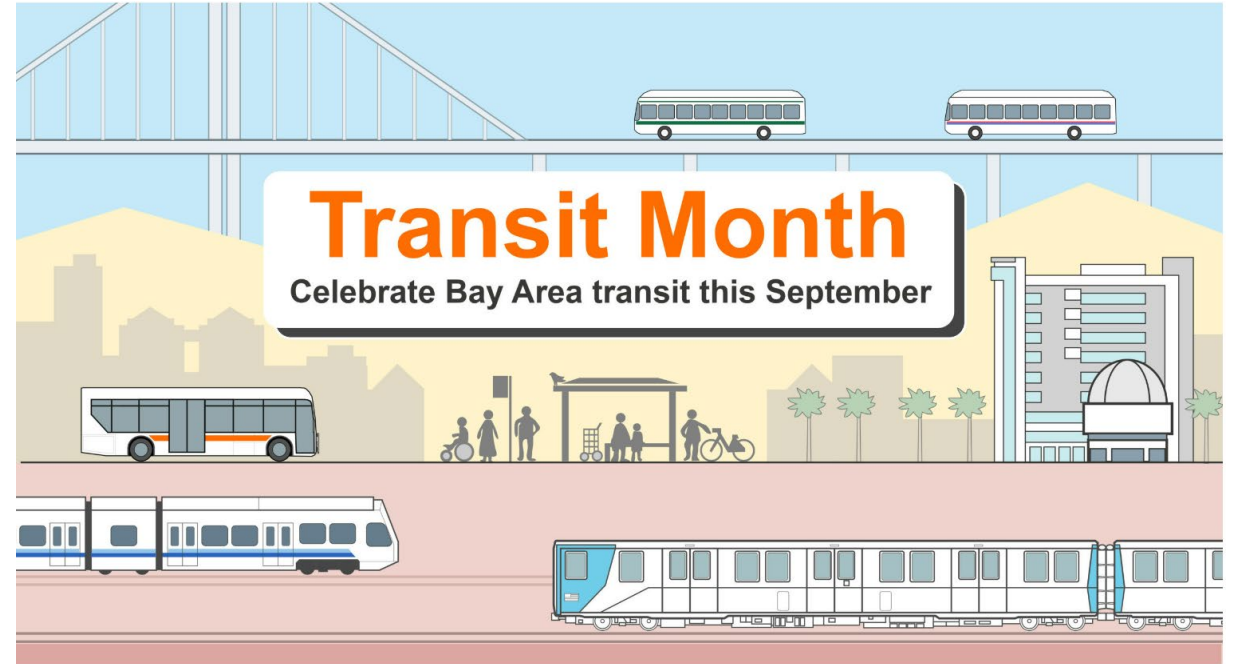
Customer Information: Communications

Transparent communication to build confidence in the transit network and bring riders back.

Transit Month Event

“All Aboard with Transit CEOs”

Join the CEOs from various Bay Area transit agencies as they ride multiple modes of transit together, ending with a public happy hour.



September 16: All Aboard with Transit CEOs, 3pm

Join the General Manager/CEOs from various Bay Area transit agencies as they ride multiple modes of transit together, ending with a public happy hour at a local destination.

Accessibility: Paratransit Improvements

Improves the paratransit rider's experience, ensuring a high-quality trip for all.

Pilot Paratransit Contactless Payment on Mobile App


Sub-Regional One Seat Ride:

- East Bay Pilot: paratransit users travel door to door across the four operators (WESTCAT, County Connection, LAVTA, TriDelta) in one vehicle; exploring opportunities to expand the program
- Sonoma County: One Seat Ride Paratransit service and common countywide paratransit eligibility form (Sonoma County Transit, Santa Rosa CityBus, Petaluma Transit)

Paratransit program consolidation

- County Connection and LAVTA - leverage economies of scale and improve customer service



A photograph of a white bus with green and yellow stripes, labeled 'GOLDEN GATE TRANSIT' and the number '939'. The bus is parked on a paved area with a chain-link fence in the foreground. In the background, the Golden Gate Bridge spans across a body of water, with hills visible in the distance. The word 'Discussion' is overlaid in white text on the left side of the image.

Discussion



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 22-1434 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 8/30/2022 **In control:** Executive Committee

On agenda: 10/26/2022 **Final action:**

Title: Network Management Update

Staff will present a progress, schedule and deliverable update on the Regional Network Management Business Case Evaluation process.

Sponsors:

Indexes:

Code sections:

Attachments: [3b 22-1434 Network Management Update.pdf](#)
[3b 22-1434 Attachment A Network Management Update .pdf](#)

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

Subject:

Network Management Update

Staff will present a progress, schedule and deliverable update on the Regional Network Management Business Case Evaluation process.

Presenter:

Shruti Hari

Recommended Action:

Information

**Metropolitan Transportation Commission
Executive Committee**

October 26, 2022

Agenda Item 3b - 22-1434

Network Management Update

Subject:

Staff will present a progress, schedule and deliverable update on the Regional Network Management Business Case Evaluation process.

Background:

This project, Regional Network Management Business Case Evaluation will identify a preferred framework for Regional Network Management (RNM) in a format that sets in place an adaptable structure to achieve near term and longer-range regional transit goals and recommend next steps to achieve implementation.

Staff will be at your October 26, 2022 Executive Committee meeting to deliver a progress, schedule and deliverable update on this project.

Issues:

None identified.

Recommendation:

Information

Attachments:

- Attachment A: Network Management Update Presentation



Therese McMillan



Network Management Update

**EXECUTIVE COMMITTEE
OCTOBER 26, 2022**

Blue Ribbon Laid the Foundation for Shifting Network Management Authority

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:

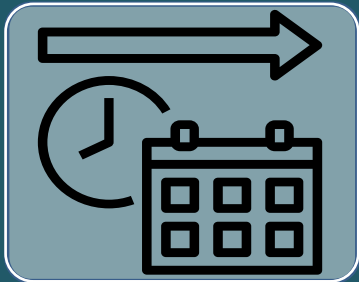
Transit ridership and targets associated with Plan Bay Area 2050's vision

Selecting the Best Structure for Regional Network Management



PURPOSE

- Business case to determine extent of authority and best form.
- Evaluate the benefits, costs, and risks of selected alternatives and present rationale for preferred solution.



ADVISORY GROUP

- Guide and review analysis and recommendations, provide periodic updates to Commission
- Limited Jan '22 – Dec '22 (~12 months)



COMMISSION ACTION

- Select Business Case Consultant
- Final action on Consultant recommendations (Feb 2023)

Changing routes to the same destination

Current Scope

Future Steps

Research:

Review existing studies, project lessons learned, staff interviews, data collection for six Functional Areas.

Findings:

Articulate boundaries between “regional” and “local” activities and relationship to regional outcomes.

Recommendation:

Focus changes to areas with greatest impact and **develop a preferred NM framework**. Make near term program and process changes within today’s context with path to forward compatibility.

Next steps on Implementation

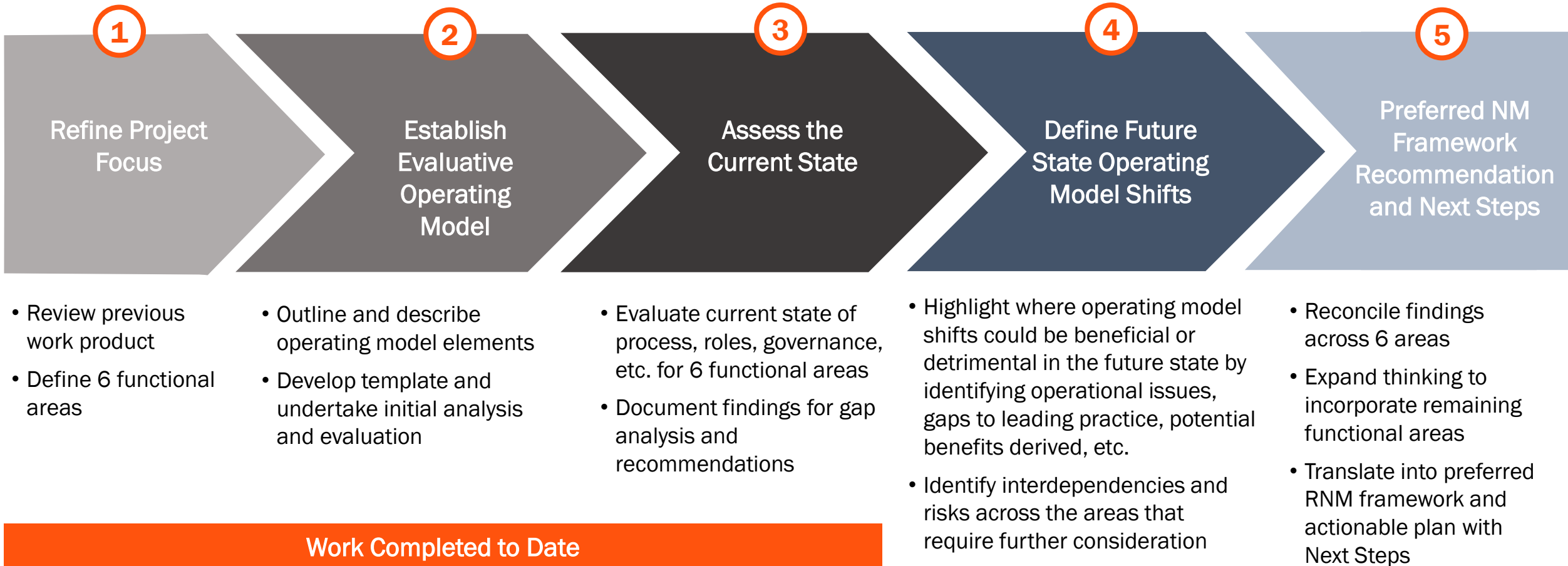


Integration of Initiatives



Incorporation into overall network strategy

High-Level Approach and Tasks



The final steps of the process will define a future state RNM framework and who might fit into specific roles

Operating Model Development

Baseline

Six Representative Areas Identified

Wayfinding

Fare Integration Policy

Accessibility

Bus Transit Priority

Rail Network Management

Network Planning

Define Accountability for Functional Areas

| | Regional Accountability* | Local Accountability* |
|-------------------------|--------------------------|-----------------------|
| Wayfinding | | |
| Fare Integration Policy | | |
| Accessibility | | |
| Bus Transit Priority | | |
| Rail Network Management | | |
| Network Planning | | |

ILLUSTRATIVE

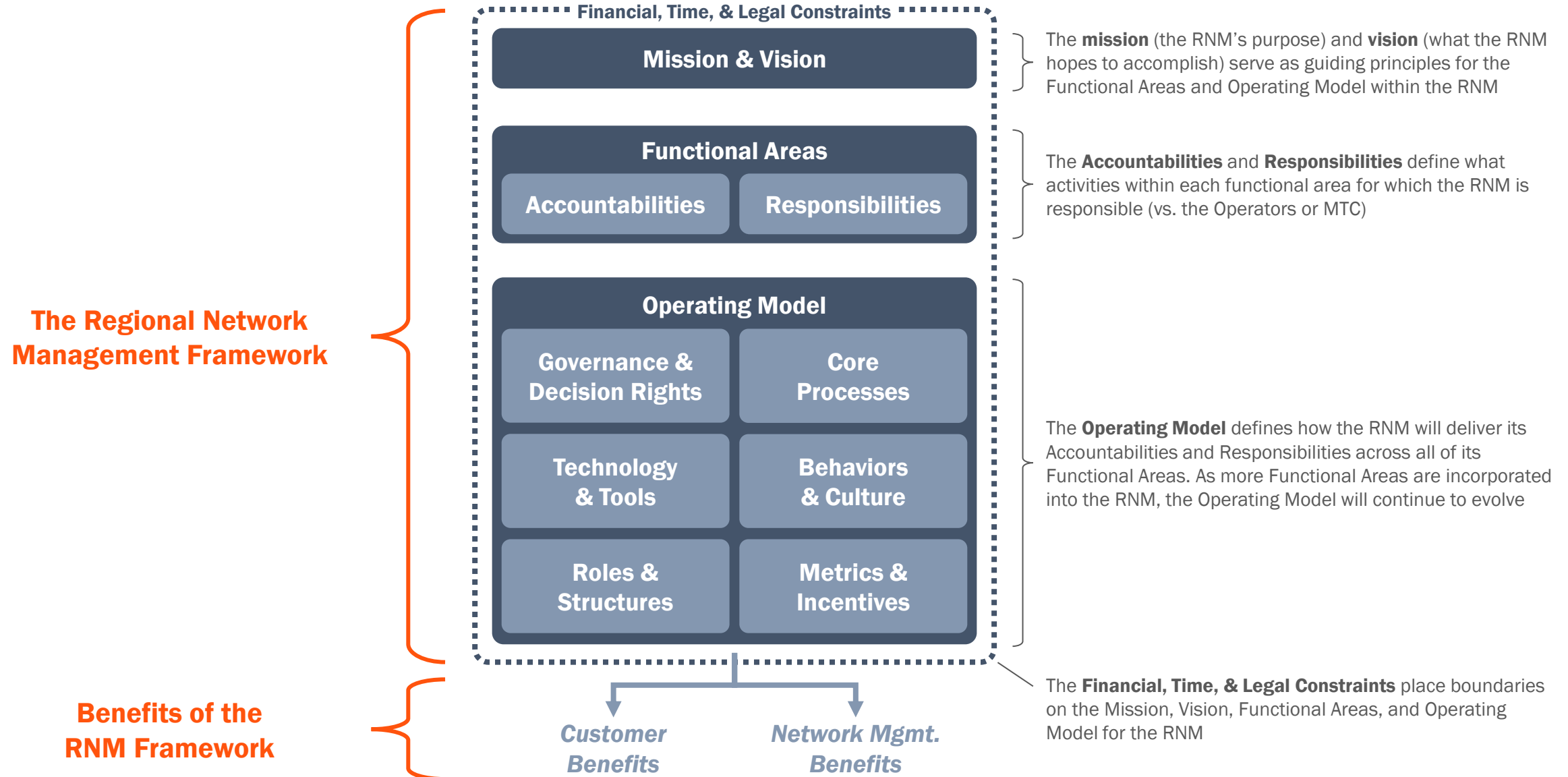
Project Focus: Developing the Operating Model for the Functional Areas

Design the Future Operating Model



Note: The current project will provide a high-level operating model for each functional area and the collective RNM to enable an initial framework that can be further refined

End Product: The Regional Network Management Framework



Regionalization Considerations & Categories

Will regionalizing this accountability / responsibility...

1 Improve the customer experience

Such as:

- Reduce travel times
- Improve equity
- Simplify the user interface
- Enhance accessibility

and
/ or

2 Unlock efficiencies

Such as:

- Enable sharing of costs
- Generate economies of scale
- Reduce time spent on coordination activities
- Reduce duplicative efforts / activities

and
/ or

3 Be feasible

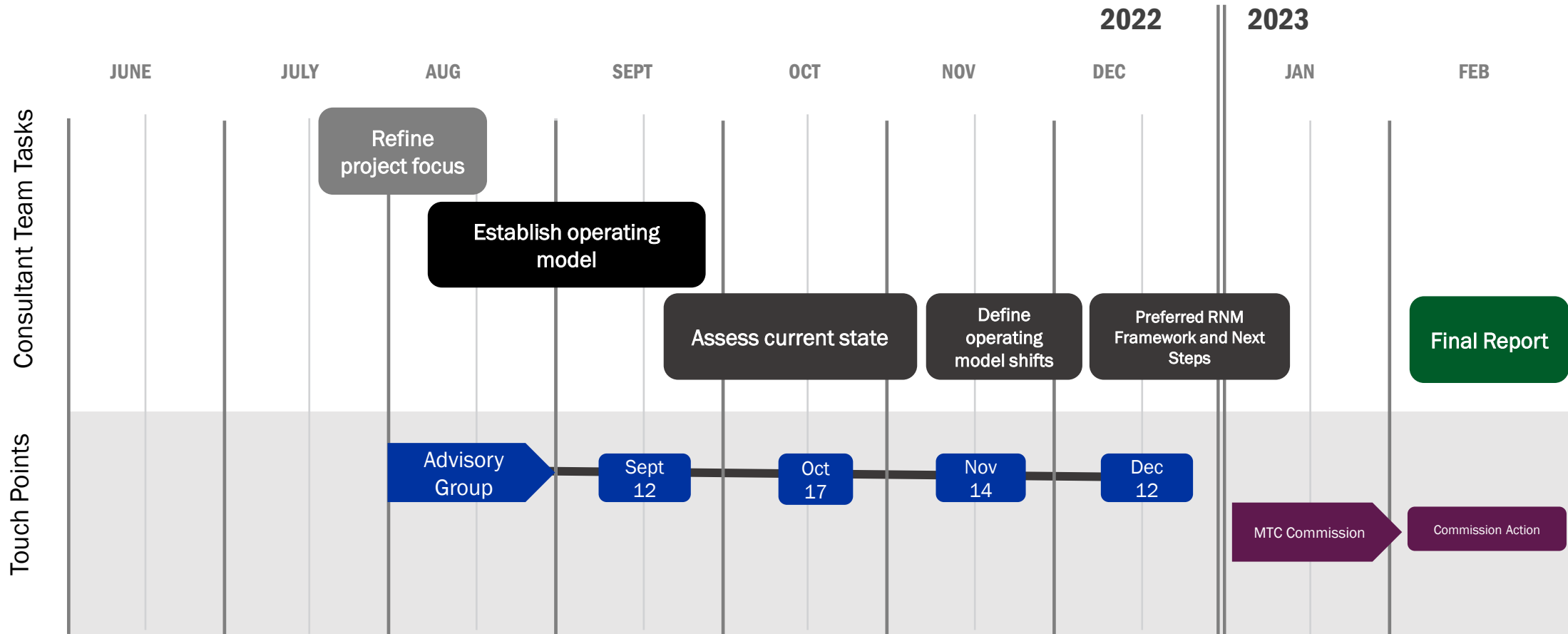
Such as:

- Is not cost prohibitive
- Within achievable legal / regulatory limitations
- Agency has path to authority, where required
- Is operationally possible



These considerations build upon the basis for regionalization in Memo #1 by creating three overarching categories; this will inform the allocation of accountabilities and responsibilities between the Operators, MTC, and the RNM

Project Schedule & Touchpoints



Staff Contact

SHRUTI HARI

ASSISTANT DIRECTOR

FUNDING POLICY AND PROGRAMS

SHARI@BAYAREAMETRO.GOV



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 22-1435 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 8/30/2022 **In control:** Executive Committee

On agenda: 10/26/2022 **Final action:**

Title: Regional Rail Partnerships Study

Staff will present draft preliminary findings from the Regional Rail Partnerships study and receive feedback to inform the final study deliverables and potential next steps.

Sponsors:

Indexes:

Code sections:

Attachments: [3c 22-1435 Regional Rail Partnerships Study.pdf](#)
[3c 22-1435 Attachment A Regional Rail Partnership Study Presentation .pdf](#)

| Date | Ver. | Action By | Action | Result |
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Subject:

Regional Rail Partnerships Study

Staff will present draft preliminary findings from the Regional Rail Partnerships study and receive feedback to inform the final study deliverables and potential next steps.

Presenter:

Shruti Hari

Recommended Action:

Information

**Metropolitan Transportation Commission
Executive Committee**

October 26, 2022

Agenda Item 3c - 22-1435

Regional Rail Partnerships Study

Subject:

Staff will present draft preliminary findings from the Regional Rail Partnerships study and receive feedback to inform the final study deliverables and potential next steps.

Background:

In December 2021, MTC and regional partners launched the Regional Rail Partnerships Study. This study is a collaborative effort spanning rail operators and other public agencies involved with passenger rail service in the Bay Area.

The objectives of the study are to explore and make recommendations on how agencies can collaborate and coordinate more efficiently and effectively on rail decision making, system organization/operations and project delivery. MTC and its rail partners committed to working together to explore how evolution across these areas can have a positive impact on the rail network – whether that is a better experience for riders, reduction of risk, increased attractiveness to funding partners, or improved value for money. Note that the findings from this study are an input to the Network Management Business Case. Staff will be at your October 26, 2022 Executive Committee meeting to present draft preliminary findings and receive feedback to inform the final study deliverables and potential next steps.

Issues:

None identified.

Recommendation:

Information

Attachments:

- Attachment A: Regional Rail Partnerships Study Presentation



Therese McMillan



Regional Rail Partnerships: Study Summary

EXECUTIVE COMMITTEE
October 26, 2022

MTC Rail Partnership Study – Overview and Goals

What was the study?



An exploratory review of across three themes:

- (A) Decision Making
- (B) Organizational Capabilities
- (C) Mega Project Delivery

How was the study conducted?



Background research



Reviewing peer jurisdictions



Rail Working groups



Technical and strategic analysis

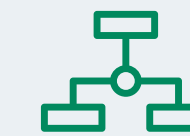
What is the study's current status?



Findings presented to MTC/Rail Partners and previewed today

What were the study findings?

There are key potential benefits of 'regionalizing' some decision-making and organizational capabilities. To advance these findings we identified:



Short-list of models for decision making, organizational capabilities, and mega project delivery

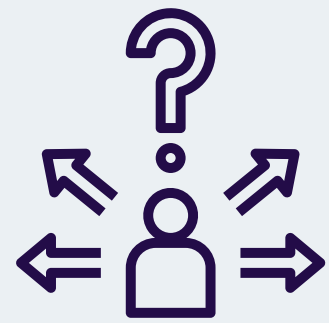


Pilots to test or build upon the findings of the study



Areas for further study - significant changes will be complex and require further analysis prior to implementing changes.

Study Thematic Areas: Overview



(A) Decision Making (who makes decisions and where do they have authority?)

Today, there are multiple decision makers for different types of passenger rail decisions and different parts of the network.

We explored the potential trade-offs of having a single region-wide 'decision making entity' (existing or new) make key rail road decisions.



(B) Organizing Capabilities (who takes action and who is accountable?)

Today many capabilities are actioned by multiple organizations.

We explored if capabilities (such as planning or delivering service) could be actioned with greater benefit, lower risk, or improved efficiency by a single region-wide organization (existing or new).



(C) Delivery models (how are project delivered and by who?)

Today there are a range of agencies and entities involved in delivering mega-projects.

We explored a range of potential approaches to deliver these projects that could work in combination with the existing model.

Guiding Study Statement – How did we review the thematic areas?

Core context considerations about the ‘existing model’:

Major Expansion

The Bay Area is currently planning and delivering a major expansion of the regional rail network.

Multiple Actors

Today this network has multiple decision makers and multiple agencies accountable for delivering rail projects and service.

Progress to Date

This ‘model’ has enabled the successful delivery of new projects from the 2007 plan and other initiatives.

While this ‘model’ has enabled past expansion and successes, it may not be optimized for future growth. We explored this in four lines of inquiry:

Inquiry 1 – does the existing model with multiple decision makers, planners, and delivery agencies support optimal projects and sustainable services delivered in the most efficient sequence?

Inquiry 2 – as the network becomes increasingly physically integrated, can the existing model ensure seamless customer experience and project delivery?

Inquiry 3 – as the volume of projects proposed for the Bay Area reaches historic levels, does the existing model enable value for money and effective delivery across the region?

Inquiry 4 – similar skills and knowledge are required across the range of proposed projects, can the existing model ensure effective use of labor and innovation?

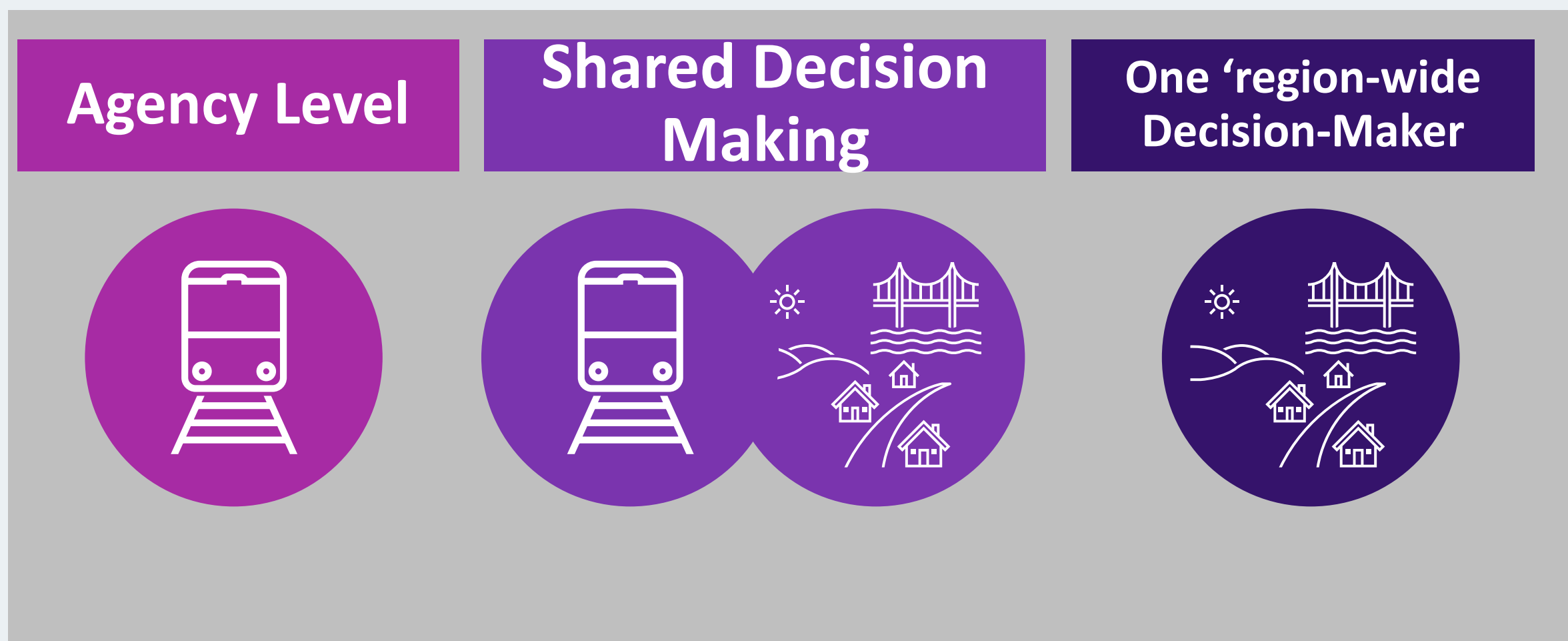
These inquiries were developed to respond to the unique characteristics of rail – scale of demand, time and cost to deliver new projects, and the range of proposed projects.

Study Area (A): Decision Making

What did the study review?

- We defined 10 types of decisions related to planning and providing passenger rail
- This analysis looked at ‘who makes the decision’ (separate from who carries it out).

We defined three approaches to decision making that define ‘who makes decisions’:



All decisions made by individual agencies

All decisions made by a single decision-making entity

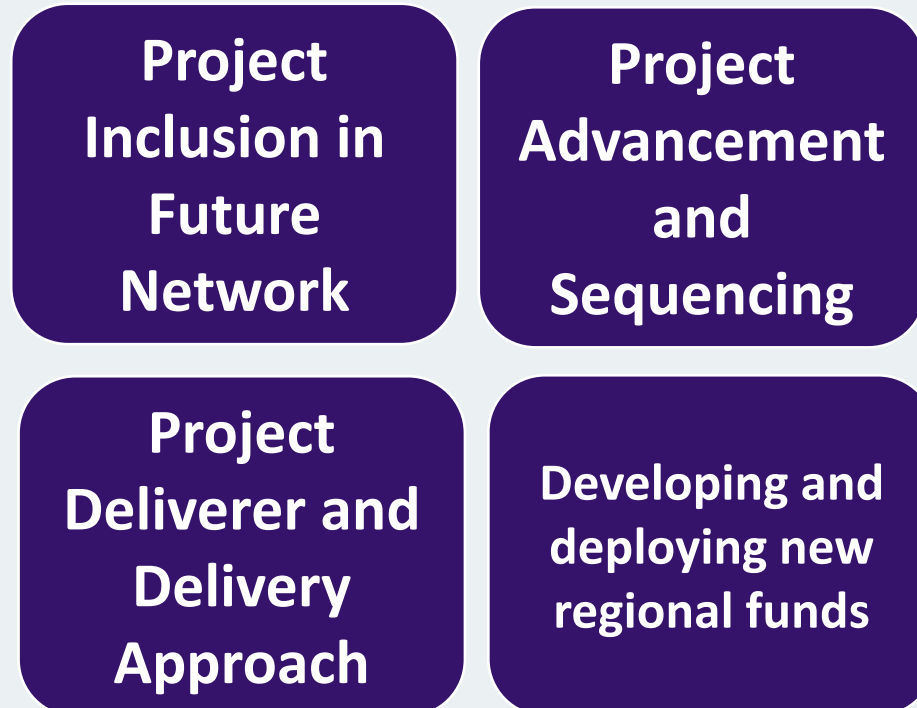
What did we find?

There are potential benefits to shifting four types of decisions to a region-wide level. Other decisions may benefit from being shared (5) or made at a local agency level (1).

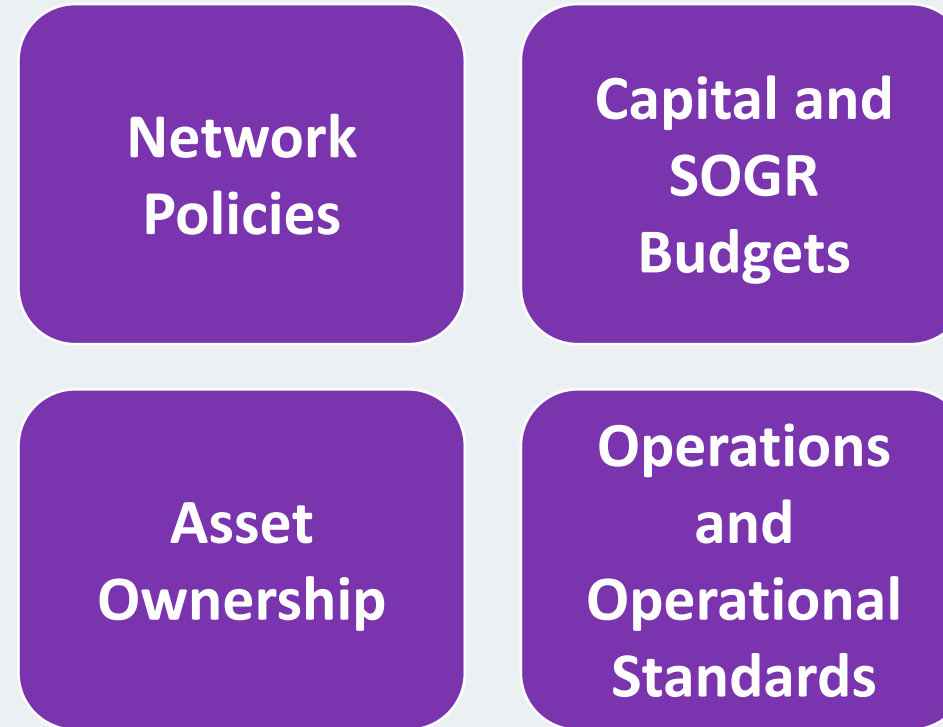
| Decision | Decision Making Today | Potential Decision Making Approach |
|--|-----------------------|------------------------------------|
| Project Inclusion in Future Network | Shared | Region-wide |
| Project Advancement and Sequencing | Shared | Region-wide |
| Developing new funds for regional projects and programs | Shared | Region-wide |
| Defining agency that delivers projects and delivery approach | Agency | Region-wide |
| Network Policies | Shared | Shared |
| Capital Budgets | Shared | Shared |
| State of Good Repair Budgets | Shared | Shared |
| Asset Ownership | Agency | Shared |
| Operations and Operational Standards | Agency | Shared |
| Operations & Maintenance Budgets | Agency | Agency |

Study Area A: Findings for Further Discussion and Consideration

Region-Wide Decision Making could be effective for the following types of decisions



A blend of local and region-wide decision making could be effective for these decisions:



- A region-wide decision making body could be:
- An agreement driven forum
 - A new decision making body
 - An empowered existing decision making body

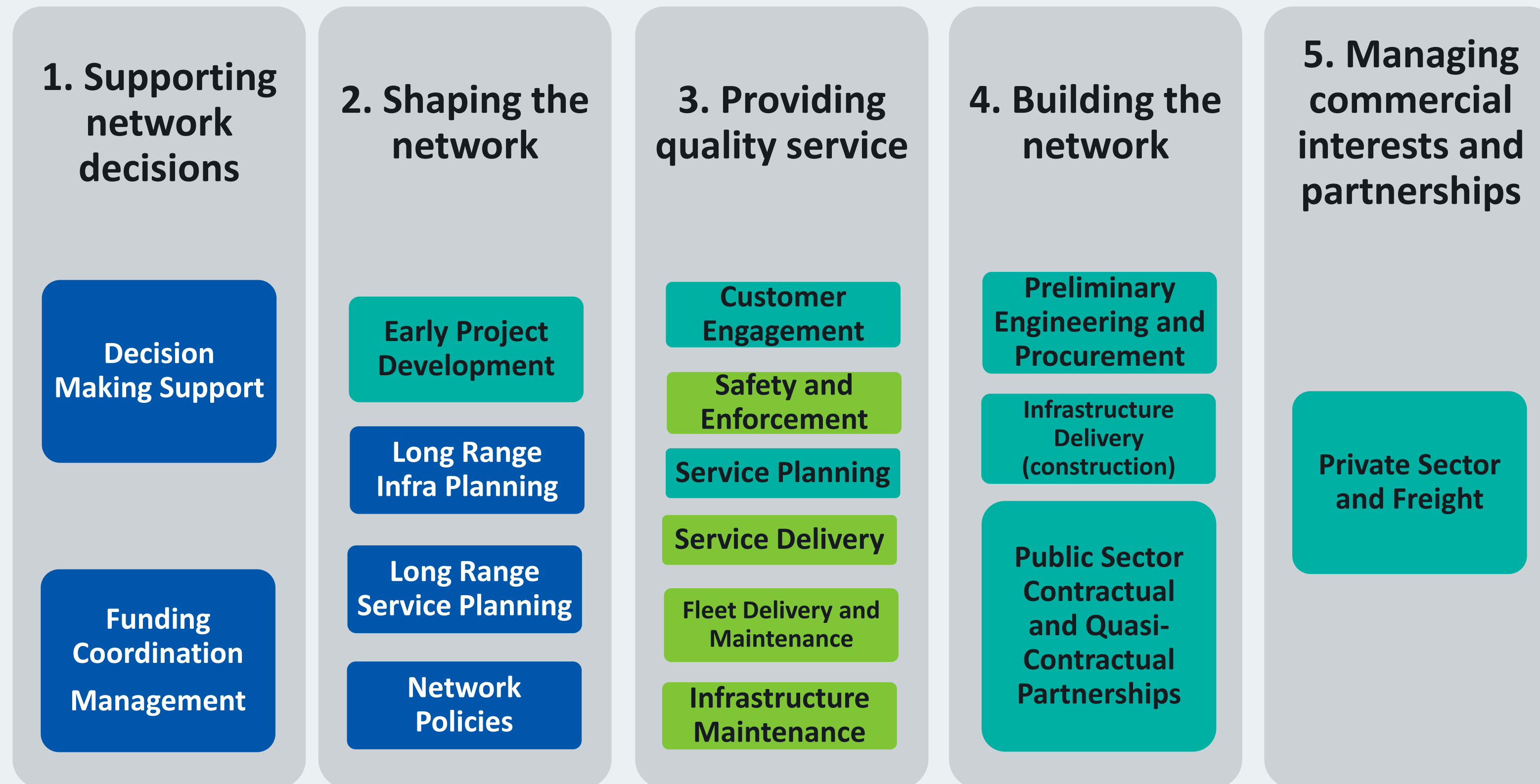
A single decision making body would make decisions that apply to all Bay Area rail agencies.

Some specific matters would be decided upon at a region-wide level (impact all Bay Area rail services), while others would be decided upon at a local level.

Study Area (B): Organizing Capabilities

What did the study review?

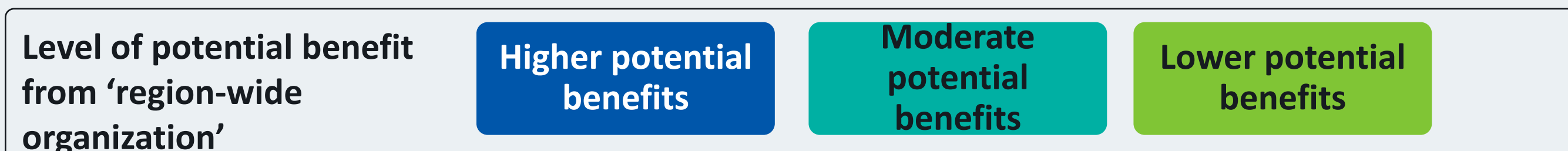
We explored if there are capabilities that would benefit from being organized at a region-wide scale (actions led at a regional scale) vs. an agency scale.



What did we find?

Capabilities associated with planning and decision making have the highest potential benefits from being 'regionalized'.

'Regionalized' capabilities are led/managed by a single agency across the region.

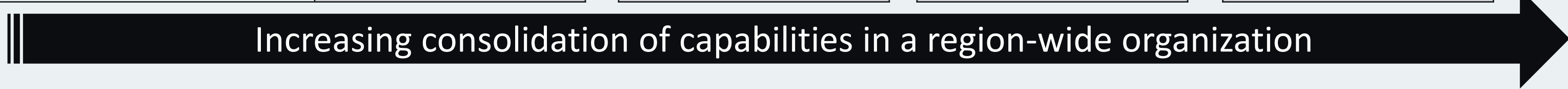


Study Area (B): Options to Organize Capabilities on a Region-Wide Scale (contd)

| Study Areas | Option 1 – Planning and Coordination Entity | Option 2 – Rail and Projects Planning Authority | Option 3 – Bay Area Rail Authority with Distributed Teams | Option 4 – Consolidated Bay Area Rail Authority |
|------------------------------------|---|---|---|---|
| Decision Support | Dark Blue | Dark Blue | Dark Blue | Dark Blue |
| Funding Coordination | Dark Blue | Dark Blue | Dark Blue | Dark Blue |
| Long Range Infrastructure Planning | Dark Blue | Dark Blue | Dark Blue | Dark Blue |
| Long Range Service Planning | Dark Blue | Dark Blue | Dark Blue | Dark Blue |
| Early Project Development | Blue | Blue | Blue | Dark Blue |
| Network Policy Development | Blue | Blue | Blue | Dark Blue |
| Customer Engagement | Blue | Blue | Blue | Dark Blue |
| Service Planning | Grey | Grey | Grey | Grey |
| Safety and enforcement | Grey | Grey | Grey | Grey |
| Service Delivery | Grey | Grey | Grey | Grey |
| Fleet Delivery and Maintenance | Grey | Grey | Grey | Grey |
| Infrastructure Maintenance | Grey | Grey | Grey | Grey |

Each option defines a single regional entity that leads across the capabilities in blue. The entity uses one or more of the following models to manage capabilities:


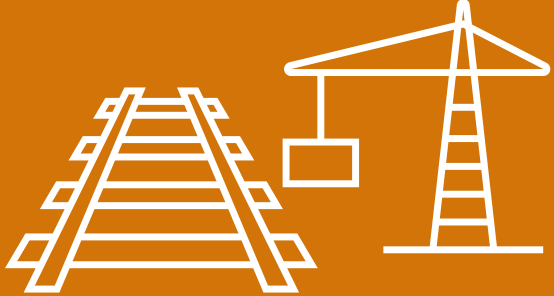

- Model 1: Regional entity leads and actions capability**
- Model 2: Regional entity leads these capability and actions them with other agencies**
- Model 3: Regional entity guides collaboration among many agencies for these capabilities**
- Model 4: Capabilities in grey, continue to have multiple agencies lead and action them without leadership of a single regional entity.**



Study Area (C): Key Gaps in Existing Approaches to Delivery

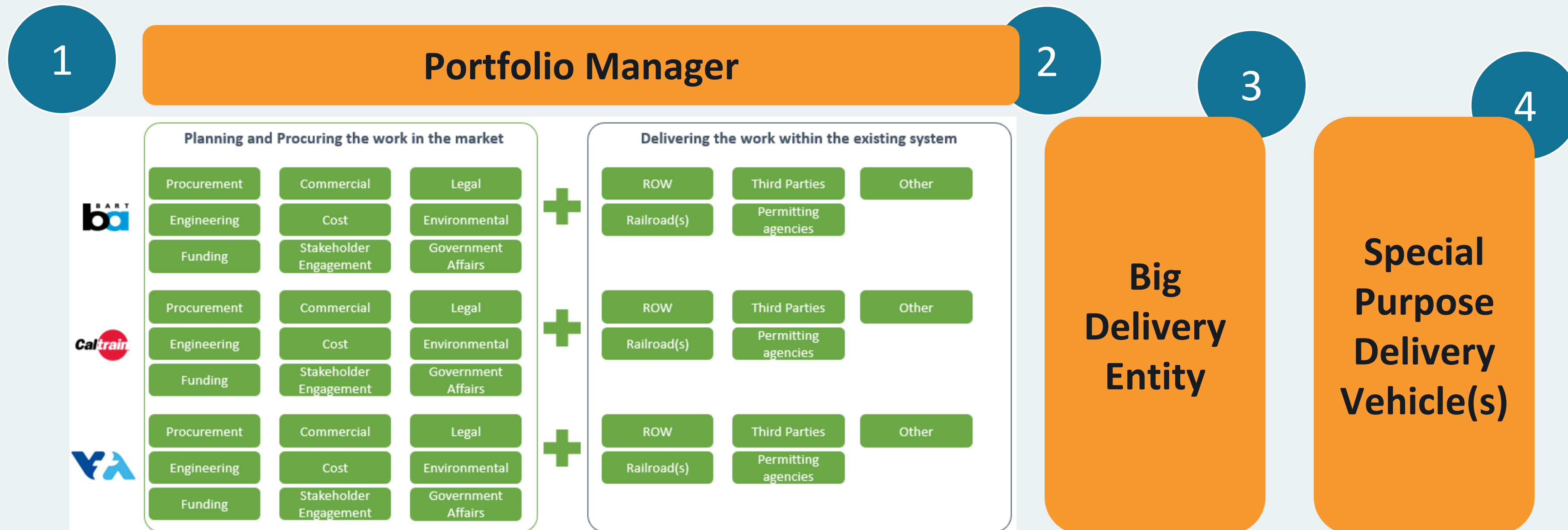
Key Takeaway: The investment in the regional portfolio of projects (described in PBA) will result in outcomes that benefit the region, corridors and local communities.

There is no portfolio management capability of rail project delivery therefore the realization of the regional benefits is managed by proxy by existing entities therefore potentially complicating the realization of regional benefits.

| Investments | Example Outputs | Example Outcomes | Current Delivery Responsibility |
|--|-----------------------------------|---|--|
| Projects/programs in regional portfolio  | An increasingly connected network | System ridership growth | Existing agencies by proxy or by a coalition of owners/parties |
| Projects/programs in a corridor  | An electrified system | Corridor ridership growth | Existing agencies |
| Projects for local agency/agencies  | A grade separation | Decreased auto congestion, safer crossing | Existing agencies |

Study Area (C): Delivery Models

We identified four exploratory models that represent the spectrum of how projects could be delivered, and regional benefits and risks could be managed.



What did we find?
 Combinations of these delivery models are normal in other reference jurisdictions and appear to have value.

Combinations, exist, or have existed, here in the Bay.

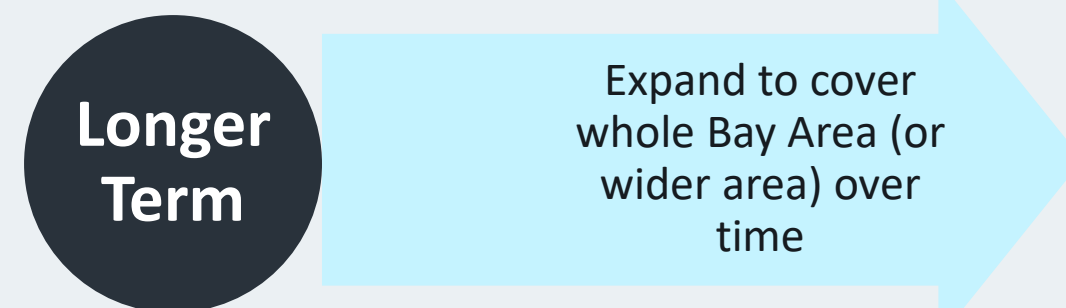
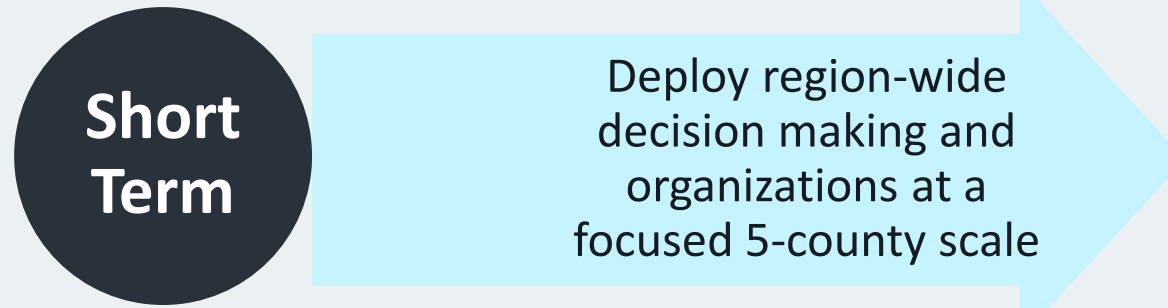
This is because unique project eco-systems require different approaches.

Key Take Away

The choice of delivery model needs to be informed by understanding the project within a regional portfolio, not in isolation. The lack of a 'whole portfolio view' in the current model is suboptimal from a delivery perspective.

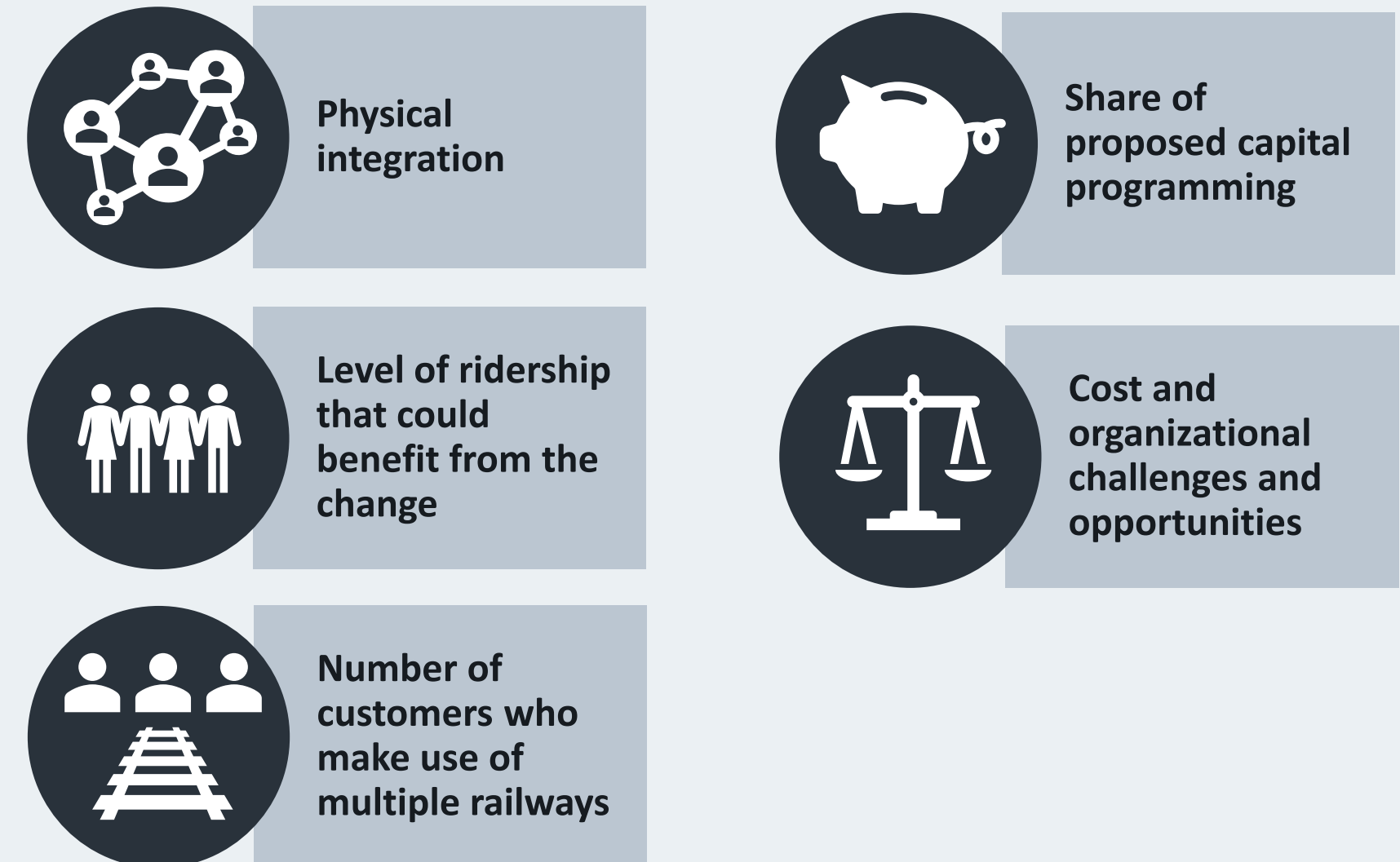
Implementing Change – Phases and Pilots

Phased Approach

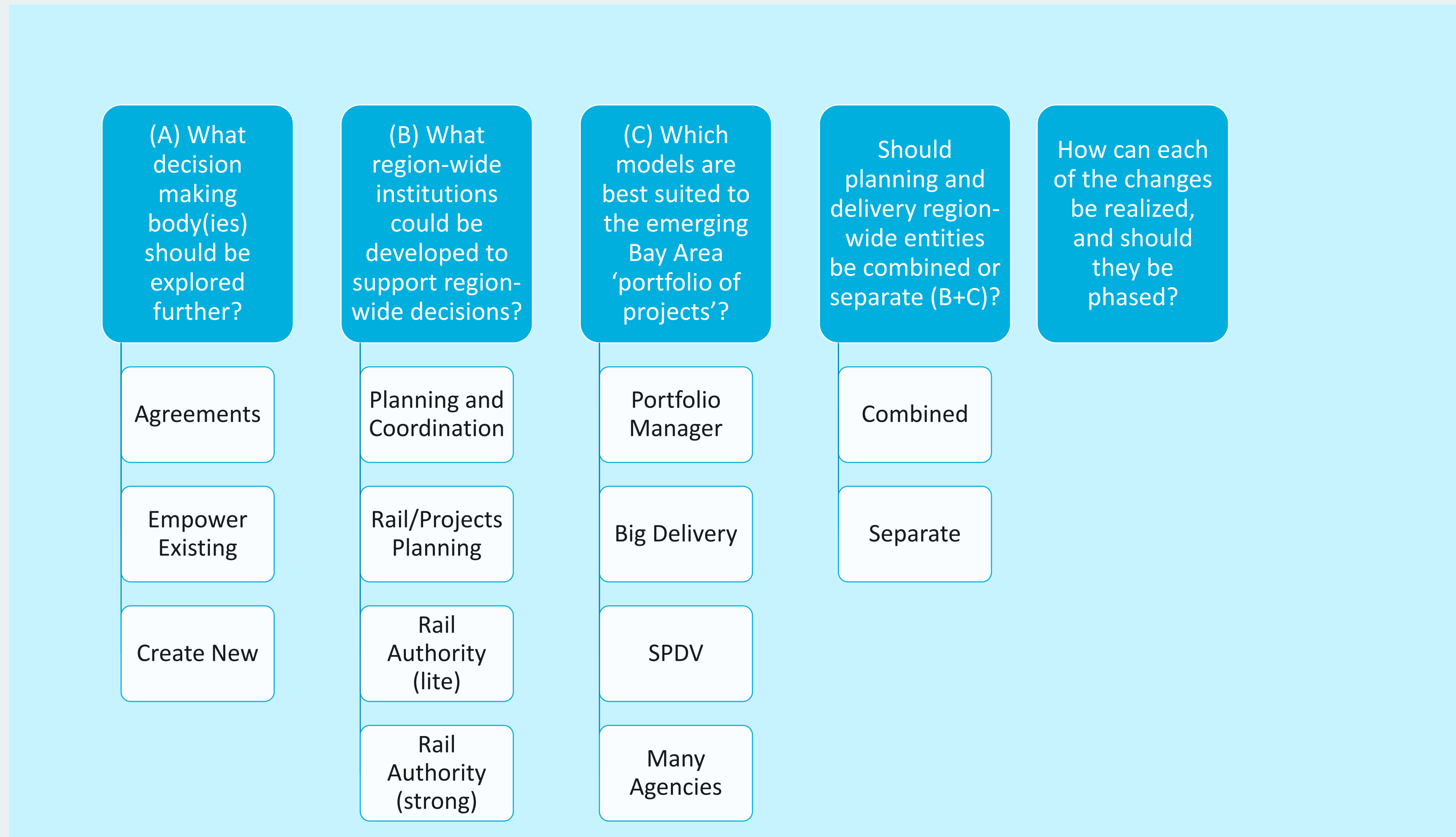


In the short and longer term, MTC can consider future studies and short-term pilots to build momentum, capture lessons learned, and deliver change.

Factors to Consider When Exploring What to Phase and Where



Questions to Explore in Future Studies



Next Steps

Next Steps Beyond this Study

1. Pilot region-wide decision making (what works, what does not?)

2. Future Studies
 - Explore the options further and characterize and estimate their incremental costs and gains

 - Conduct detailed costing, benefits analysis, and phasing planning appropriate for the degree of complexity involved in any changes

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