Meeting Agenda

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**

In light of Governor Newsom's State of Emergency declaration regarding COVID-19 and in accordance with the recently signed Assembly Bill 361 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/82919449241
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 1944 9241
International numbers available: https://bayareametro.zoom.us/u/k4smvmmzV

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)

Combined Slide Deck

22-0120	PowerPoint

Action: Information

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

2. Welcome

Therese McMillan, MTC

3. Election of Chair / Vice Chair

Alix Bockelman, MTC

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: 03_Election_of_chair_vice_chair_memo.pdf

4. Organization of Network Management (NM) Business Case

Background, Purpose & Advisory Group Role, and Engagement Process

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

Action: Information

Presenter: Shruti Hari, MTC

5. NM Business Case Overview

Current Context, Scope, Methodology and Approach for Collaboration

5a.   22-0067   NM Business Case Overview

Action: Information

Presenter: VIA - A Perkins Eastman Studio

6. Advisory Group Feedback

Desired Goals, Key Interests, and Priorities (roundtable format)

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

Action: Information

Presenter: VIA - A Perkins Eastman Studio

7. Public Comments / Other Business

Advisory Group Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial *9. When called upon, unmute yourself or dial *6.

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.

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.

Network Management Business Case Advisory Group

Election of Chair and Vice Chair

Subject:

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

Background:

In September 2021, the Commission established and appointed a limited-term NM Business Case Advisory Group (Advisory Group) to support the continued Network Management discussions. The stakeholders (see Attachment A for the membership roster) were selected to provide balanced input related to equity, social justice, policy, business, labor and transit riders. Advisory Group members are expected to represent their sector and network with other organizations to broaden the perspectives shared beyond any one organization. The structure of the group is:

Composition:	14-member, multi-stakeholder advisory body
Scope:	Focused on contributing and advising the Business Case work.
Duration:	Estimated 9 months, or commensurate with the Business Case project schedule. Anticipated to meet every 2 months.
Commission Interface:	The advisory group may also provide periodic updates directly to Commissioners and provide comment on the draft Business Case when it is presented to the Commission.

Recommended Action:

It is recommended that the NM Business Case Advisory Group nominate and elect a Chair and Vice Chair at its January 10, 2022 meeting. Staff proposes one representative from transit General Managers and one representative from stakeholders to serve as Chair and Vice Chair. If you would like to make a nomination, you may make it at the meeting or you may submit it to staff before the election on January 10, 2022.

Attachments:

- Attachment A: Network Management Business Case Advisory Group Membership

  Roster

Therese W. McMillan

Therese W. McMillan

Attachment A

Network Management Business Case Advisory Group Membership Roster*

Transit Operators	
Mike Hursh	(AC Transit)
Bob Powers	(BART)
Michelle Bouchard	(Caltrain)
Bill Churchill	(County Connection)
Denis Mulligan	(GGBHTD)
Jeff Tumlin	(SFMTA)
Carolyn Gonot	(VTA)
Stakeholders	
Therese McMillan	(MTC)
Adina Levin	(MTC Policy Advisory Council)
James Lindsay	(ATU)
Jim Wunderman	(Bay Area Council)
Suzanne Smith	(Sonoma County Transportation Authority)
Alicia John-Baptiste	(SPUR)
Hayley Currier	(Transform)

* The Executive Director is authorized to adjust the composition and membership, as necessary, based on availability of invitees to participate.

Regional Network Management Business Case Evaluation

Advisory Group Kick-Off, January 10, 2022

METROPOLITAN TRANSPORTATION COMMISSION

Draft Agenda

1. **Roll Call/Confirm Quorum (5)**

2. **Welcome & Introductions (5)**

3. **Election of Chair (5)**

4. **Organization of NM Business Case (5)**
   - A) Background
   - B) Purpose & Advisory Group Role
   - C) Engagement Process
   - D) Timeline

5. **NM Business Case Overview (15)**
   - A) Current Context
   - B) Scope and Methodology
   - C) Approach for Collaboration

6. **Advisory Group Feedback (30)**

7. **Meeting Summary & Next Steps (5)**

8. **Public Comments/Other Business (20)**

Welcome Advisory Group

Transit Operators
- **AC Transit:** Michael Hursh
- **BART:** Bob Powers
- **Caltrain:** Michelle Bouchard
- **County Connection:** Bill Churchill
- **GGBHTD:** Denis Mulligan
- **SFMTA:** Jeffrey Tumlin
- **VTA:** Carolyn Gonot

Stakeholders
- **MTC:** Therese McMillan
- **MTC Policy Advisory Council:** Adina Levin
- **ATU:** James Lindsay
- **Bay Area Council:** Jim Wunderman
- **Sonoma County Transportation Authority:** Suzanne Smith
- **SPUR:** Alicia John-Baptiste
- **Transform:** Hayley Currier

3

Election of Chair/Vice Chair

- **Propose one representative from transit GMs and one representative from stakeholders as Chair and Vice Chair**
- **Responsibilities**
  - Chair
    - Draft Agenda comment opportunity
    - Manage the flow of Advisory Group meetings
    - Manage Advisory Group comment order
    - Facilitate Advisory Group recommendations
    - Represent the Advisory Group at Commission updates
    - Occasional communication with MTC PM and/or consultant (optional)
  - Vice Chair
   - Perform all Chair duties when the Chair is not available to do so

Background

- ➢ **BRTRTF Goals - 2 of 4 focused on Network Management Reform**

  - ➢ Goal 3: Identify near-term actions to implement beneficial long-term Network Management & Governance reforms

  - ➢ Goal 4: Establish how current MTC and state transit initiatives should integrate with Network Management & Governance reforms

- ➢ **Task Force sponsored a Preliminary Network Management Evaluation to serve as a foundation for a more in-depth business case analysis.**

- ➢ **Current Network Management Business Case Analysis is about ensuring transit transformation in the long-term.**

Business Case Analysis

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.
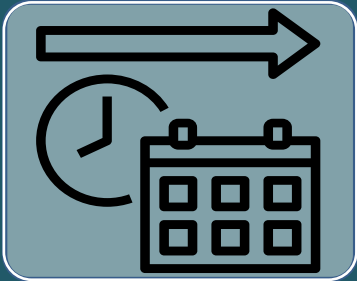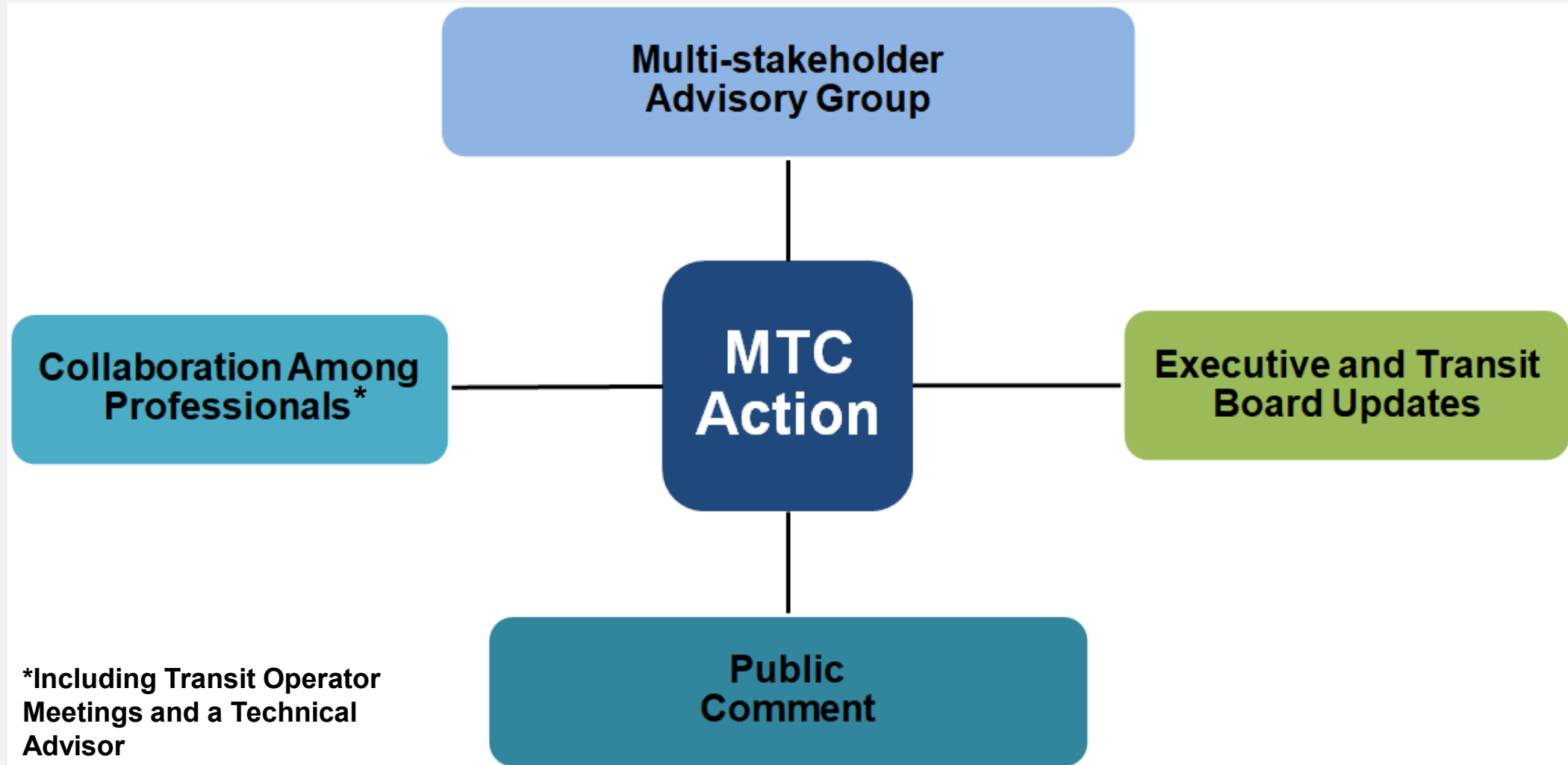
ADVISORY GROUP

- Guide and review analysis and recommendations, provide periodic updates to Commission

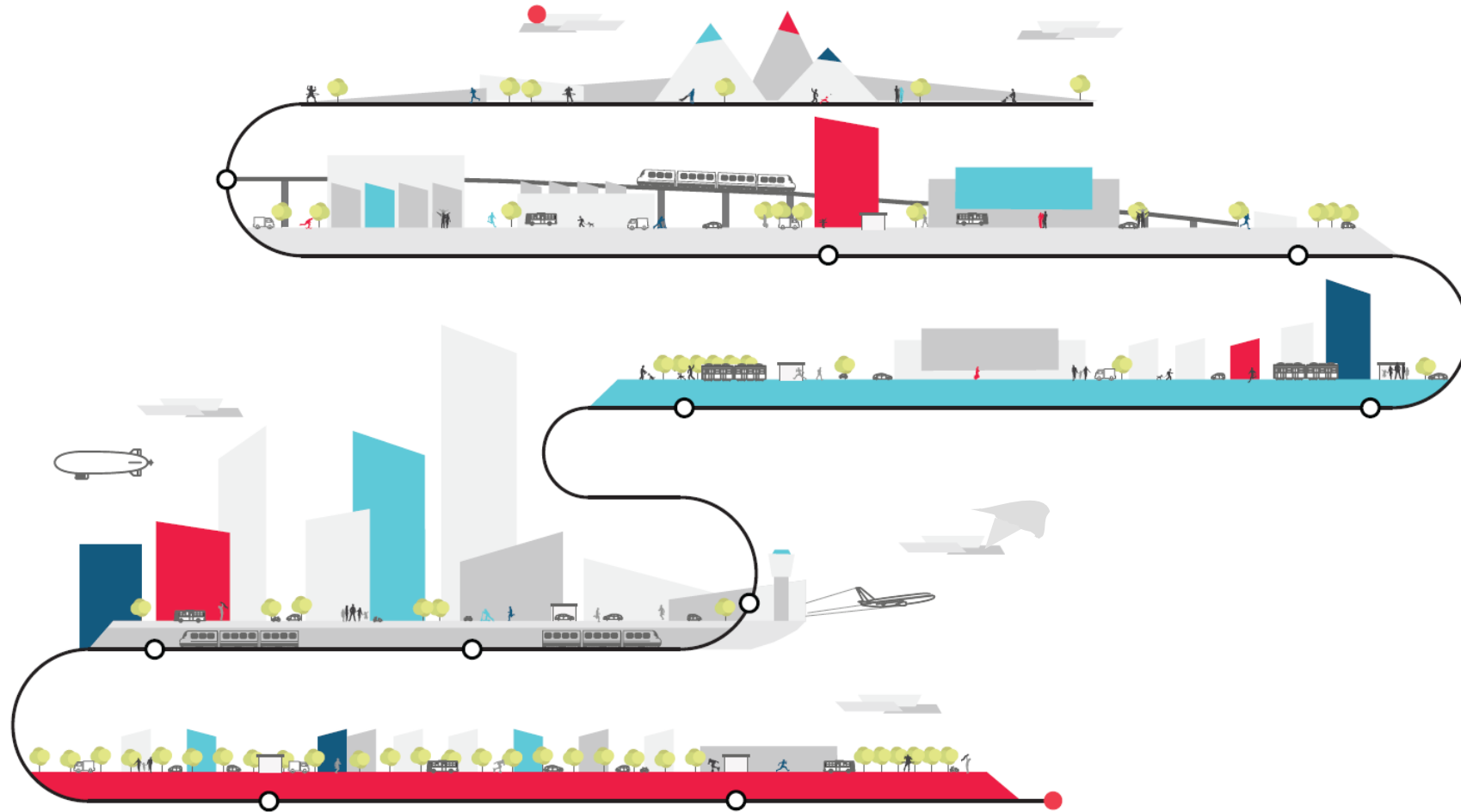- Limited Jan '22 – Sept '22 (~9 months)

COMMISSION ACTION

- Select Business Case Consultant

- Final action on Consultant recommendations

Inclusive Process leads to MTC Action

Business Case Evaluation – Consultant Team

Business Case Evaluation – Consultant Team

ACCESS. Business Case Framework + Strategy, Governance and Accountabilities, Documentation

VIA — A PERKINS EASTMAN STUDIO Project Management, Engagement

KPMG Financial Impact Analysis, Business Casing

Sam Schwartz Operational and Executive Advisory, RNM Service Planning Impacts

Infra Strategies Implementation Advisory, Project Delivery and Best Practice

Includes additional Subject Matter Experts, Evaluation task leads, Communications support

BRTRTF – Summer Evaluation Phase

Preliminary Network Management Evaluation – Foundation for Business Case

- Recommended proceeding to a business case analysis to identify a preferred network management

Provided a framework for alternatives, broadly a choice between *management* vs *manager* and highlighted:

- Key trade offs with scope, extent
- Importance of Public Policy accountability
- Integral nature of new funding

- Alternatives developed in Summer 2021 are a 'starting point.'
- Expect additions, refinements or variants early in this process.
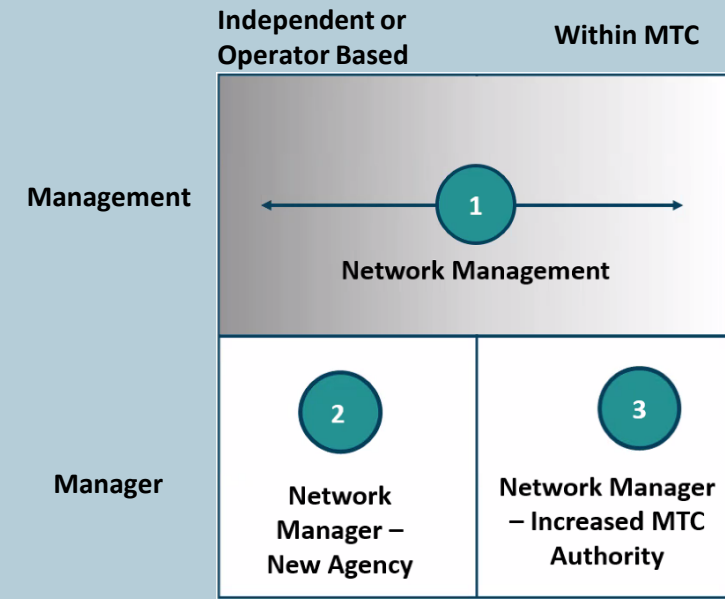
Current Context for this Business Case

Previous phase sets the scene but is unfinished

- Clearly link problems to desired outcomes and solutions

- Confirm what is most important, and how to measure?

- "Show me the data" – derive strategy for the RNM "program" - quantify and monetize outcomes

- Understand and confirm RNM boundary conditions

"Law of unintended consequences" – check optimism bias, anticipate benefits and negative impacts

"Start with the end in mind" - find practical implementation paths to get you there

Project Needs and Challenges

Key Challenges

- Divergent opinions on how to address priorities and means

- Institutional, financial, policy complexity

- Finding the right evidence to support transformation

- Complex, contested conversations

How can we build on momentum and create a consensus for change?

- Shared interests, agreement on desired outcomes

- Affirming both local and regional interests and roles

- Transparency and trust

- Time for dialogue

Collaboration Shapes Evaluation at Each Stage

Problems and Outcomes	Evaluation Framework	Creative, Optimized Alternatives	Evaluate Performance	Implementation
• Refine & prioritize from BRTRTF	• Decision- relevant criteria • Specify meaningful metrics • Scale for decision relevance	• Refine Alternatives (new, delete, modify)	• Assess salient differences • Cost/benefit • Consequence mapping/ trade-offs	• Requirements • Risk assessment • Pathways

Collaborative development with stakeholders and executives. **Dialogue** and "**check points**" to explore, refine, stress test, course correct at formative points.

9-Month Timeline

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

Task 1: Scoping
- Collaborative work planning and expectations alignment

Task 2: Existing Conditions & Alternative Refinement
- Review BRTF work; refine NM Accountability Areas and Evaluation Criteria

Task 3: Alternatives Analysis
- Identify/Assess Structure Alternatives for Business Case analysis
- Analysis of NM Alternatives and identify preferred alternative
- Recommendation on preferred NM Alternative and next steps

Task 4: Recommendations
- Commission takes action on preferred NM Alternative

Key Engagement and Decision Milestones

Kickoff

Workplan Working Sessions

Workplan + Expectations

Outcomes + Alternatives Working Sessions

Confirm Structure Alternatives

Draft Alternative Analysis

Alternative Analysis Results

Adopt Preferred Alternative & Next Steps

January/February Work

January

- Work plan development in collaborative working sessions:
  - Identify key issues and priorities
  - Role clarity, engagement and decision process
  - Business case methodology, measures, metrics etc.
  - Process for selection of structure alternatives for analysis
- Consultant team – background research and documentation

February

- Existing conditions assessment
- Network role definition and accountabilities
- Evaluation framework and metrics development
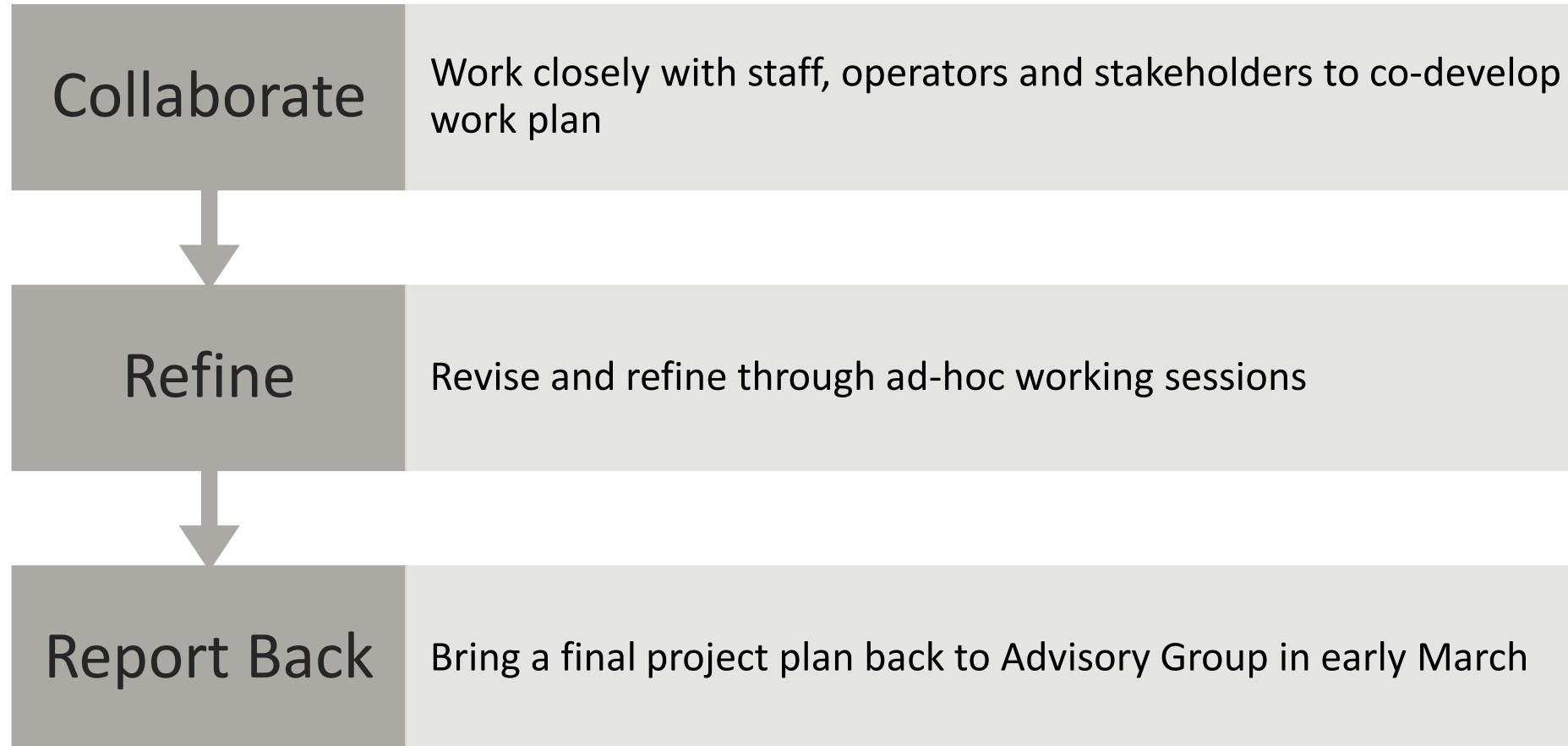- Understanding relationship with Rail Grant

Advisory Group Discussion

- Want to understand: What are the top things we should be thinking about during work planning?

- Expectations for Process and Analysis

- What success looks like (success factors metrics) e.g.
  - Desired Outcomes
  - Key Interests
  - Priorities

Questions for Guided Discussion

1. Reflecting on the Task Force work of last summer as a foundation of work, what do you think we need to do in this Business Case to ensure

   - A technically strong NM evaluation

   - An actionable solution

2. The Evaluation will assess effectiveness of a range of NM Structures in delivering better regional outcomes.

   - What are the top questions this business case needs to address to understand which solution is most suitable for the Bay Area?

   - What are the top 2-3 criteria you feel are most important factors to drive decision on the best NM alternative for the Bay Area?

Next Steps

Collaborate	Work closely with staff, operators and stakeholders to co-develop work plan
Refine	Revise and refine through ad-hoc working sessions
Report Back	Bring a final project plan back to Advisory Group in early March

Public Comment