Metropolitan Transportation Commission

Meeting Agenda

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

Policy Advisory Council Transit Transformation Action Plan Subcommittee

Adina Levin, Chair ***Wendi Kallins, Vice Chair***

Members

Bob Allen, Warren Cushman, Zack Deutsch-Gross, Gerry Glaser, Vinita Goyal, Ian Griffiths, Dwayne Hankerson, Tisha Dee Hartman, Rich Hedges, Jonathon Kass, Carina Lieu, Emily Loper, Monica Mallon, Phillip Pierce and Brian Stanke

Alternates

Anne Olivia Eldred, Sebastian Petty, and Terry Scott

Monday, October 24, 2022 **9:00 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 Subcommittee members.

The meeting webcast will be available at http://mtc.ca.gov/whats-happening/meetings Members of the public are encouraged to participate remotely via Zoom at the following link or phone number. Subcommittee 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. In order to get the full Zoom experience, please make sure your application is up to date.

Attendee Link: https://bayareametro.zoom.us/j/89321820168
iPhone One-Tap: US: +13462487799,,89321820168# or +16694449171,,89321820168#
Join by Telephone Dial (for higher quality, dial a number based on your current location) US: 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)
Webinar ID: 893 2182 0168
International numbers available: https://bayareametro.zoom.us/u/kenvGv04Ts
Detailed instructions on participating via Zoom are available at: https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom

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 and agenda item number 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.

The Policy Advisory Council advises the Metropolitan Transportation Commission on transportation policies in the San Francisco Bay Area, incorporating diverse perspectives relating to the environment, the economy, and social equity.

1. Call Meeting to Order / Roll Call / Confirm Quorum

Quorum: A quorum of this subcommittee shall be a majority of its regular voting members (8).

2. Welcome - Adina Levin, Policy Advisory Council Transit Transformation Action Plan Subcommittee Chair

3. 22-1419 Approval of the September 30, 2022 Meeting Minutes

Action: Subcommittee Approval

Attachments: 03_09-30-2022_Policy_Advisory_Council_Transit_Transformation_Action_Plan

4. 22-1547 Regional Network Management Business Case Evaluation

Updated evaluation methodology to focus on current and future state assessment in six representative functional areas and operating model framework, schedule and deliverable update, progress update.

Action: Information

Presenter: Shruti Hari

Attachments: 04i_22-1547_Summary_Sheet_Regional_Network_Management_Business_Ca
04ii_22-1547_PowerPoint_Attachment_A_Network_Management_Update.pdf
04iii_22-1547_PowerPoint_Attachment_B_Network_Management_Update.pdf

5. 22-1548 Bay Area Rail Partnerships Study

Review draft preliminary findings from the Rail Partnerships study and receive feedback to inform the final study deliverables and potential next steps.

Action: Information

Presenter: Shruti Hari, MTC & Patrick Miller, Steer

Attachments: 05i_22-1548_Summary_Sheet_Bay_Area_Rail_Partnerships_Study.pdf
05ii_22-1548_PowerPoint_Bay_Area_Rail_Partnership_Study.pdf

6. 22-1678 Connected Network Planning Update

Update on upcoming meetings and next steps on connected network planning, consistent with Transit Transformation Action Plan Action #18.

Action: Information

Presenter: Kara Vuicich

Attachments: 06_22-1678_Summary_Sheet_Connected_Network_Planning_Update.pdf

7. New Business

Members of the subcommittee may bring up new business for discussion or addition to a future agenda.

8. Public Comments / Other Business

Note: The subcommittee will not take action on items not listed on today's agenda.

*Policy Advisory Council Transit Transformation Action Plan Subcommittee 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.*

9. Adjournment / Next Meeting

The next meeting of the Policy Advisory Council Transit Transformation Action Plan Subcommittee will be held Friday, November 18, 2022 at 1:00 p.m. 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.

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

Metropolitan Transportation Commission

Meeting Minutes - Draft

Agenda Item 3

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

Policy Advisory Council Transit Transformation Action Plan Subcommittee

Adina Levin, Chair ***Wendi Kallins, Vice Chair***

Members

Bob Allen, Warren Cushman, Zack Deutsch-Gross, Gerry Glaser,
Vinita Goyal, Ian Griffiths, Dwayne Hankerson,
Tisha Dee Hartman, Rich Hedges, Jonathon Kass, Carina Lieu,
Emily Loper, Monica Mallon, Phillip Pierce and Brian Stanke

Alternates

Anne Olivia Eldred, Sebastian Petty, and Terry Scott

Friday, September 30, 2022 **9:00 AM** **REMOTE**

1. Call Meeting to Order / Roll Call / Confirm Quorum

Present: 14 - Chair Levin, Vice Chair Kallins, Member Deutsch-Gross, Member Griffiths, Member Hedges, Member Lieu, Member Stanke, (Alternate) Eldred, (Alternate) Scott, Member Goyal, Member Kass, Member Loper, Member Glaser and Member Cushman

Excused: 2 - Member Hartman and (Alternate) Petty

Absent: 4 - Member Allen, Member Mallon, Member Hankerson and Member Pierce

Policy Advisory Council Members Michael Baldini, Ilaf Esuf, Johnny Parker Jr., Vinay Pimple, and Howard Wong were also in attendance.

2. Welcome - Adina Levin, Policy Advisory Council Transit Transformation Action Plan Subcommittee Chair

3. 22-1260 Orientation, Goals, and Schedule

Overview of the Policy Advisory Council Transit Transformation Action Plan (T-TAP) subcommittee's roles, goals, and schedule.

Action: Information

Presenter: Marti Paschal and Melanie Choy

Attachments: 03i_22-1260_Summary_Sheet_Orientation_Goals_and_Schedule.pdf
03ii_22-1260_Attachment_B-Equity_Principles-Extracted_from_TAP.pdf

4. 22-1509 Transit Transformation Action Plan Overview

Background, context and overview of the outcomes and actions outlined in the Transit Transformation Action Plan.

Action: Information

Presenter: Melanie Choy

Attachments: 04i_22-1509_Summary_Sheet_Transit_Transformation_Action_Plan.pdf
04ii_22-1509_PowerPoint_Transit_Transformation_Action_Plan.pdf
04iii_Handout_QUESTIONS_Agenda_Item_4.pdf

Written public comments were received from: Howard Wong.

5. 22-1398 Fare Coordination/Integration Implementation: Clipper BayPass and No-Cost and Reduced Cost Inter-Agency Transfer Policy

Update on the delivery of Clipper® BayPass at educational institutions, affordable housing properties, and other employers. The project team will also discuss possible future actions related to delivering changes to inter-agency transfer policies in the Next Generation Clipper® system.

Action: Information

Presenter: Bill Bacon, MTC and Michael Eiseman, BART

Attachments: 05i_22-1398_Summary_Sheet_Fare_Coordination_Integration_Implementation.pdf
05ii_22-1398_PowerPoint_Fare_Coordination_Integration_Implementation.pdf

Howard Wong spoke on this item.

6. New Business

7. Public Comments / Other Business

8. Adjournment / Next Meeting

The next meeting of the Policy Advisory Council Transit Transformation Action Plan Subcommittee will be held Monday, October 24, 2022 at 9:00 a.m. Any changes to the schedule will be duly noticed to the public.

Metropolitan Transportation Commission
Policy Advisory Council Transit Transformation Action Plan Subcommittee

October 24, 2022 **Agenda Item 4**

Regional Network Management Business Case Evaluation

Subject:

Updated evaluation methodology to focus on current and future state assessment in six representative functional areas and operating model framework, schedule and deliverable update, progress update.

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 for future improvement and recommend next steps to achieve implementation.

Next Steps:

Staff will be at your October 24, 2022 meeting to deliver and discuss this project update presentation. The Subcommittee's input is requested. Note: At the September Network Management Advisory Group meeting, there were some questions about whether there has been sufficient public/rider outreach to inform this project. Attachment B summarizes various recent outreach initiatives with a transit focus and the stakeholder engagement conducted on this project.

Issues:

None identified.

Recommendations:

Information

Attachments:

- Attachment A: Project Update Slides
- Attachment B: Outreach/Engagement Update Slides

Network Management Update

POLICY ADVISORY COUNCIL
TRANSIT TRANSFORMATION ACTION PLAN SUBCOMMITTEE

OCTOBER 24, 2022

Blue Ribbon Laid the Foundation for Shifting Network Management Authority

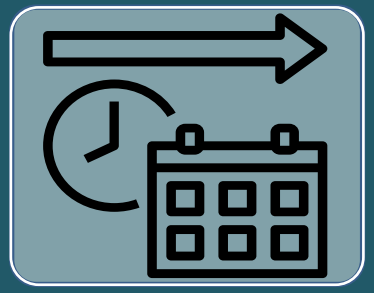
Blue Ribbon Task Force Problem Statement Sets Out the Challenge

Can formalizing cooperation or centralizing some regional accountabilities help deliver better transit for all?

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

- Review previous work product
- Define 6 functional areas
- Align on outputs

- Outline and describe operating model elements
- Develop data request and categorize returns
- Develop template and undertake initial analysis and evaluation

- Evaluate current state of process, roles, governance, etc. for 6 functional areas
- Document findings and convert into usable format for gap analysis and recommendations

Work Completed to Date

- Highlight areas where operating model shifts could be beneficial or detrimental in the future state by identifying operational issues, gaps to leading practice, potential benefits derived, etc.)
- Identify interdependencies and risks across the areas that require further consideration or mitigation

- Reconcile findings across 6 areas
- Expand thinking to incorporate remaining functional areas
- Translate into preferred RNM framework and actionable plan with Next Steps

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

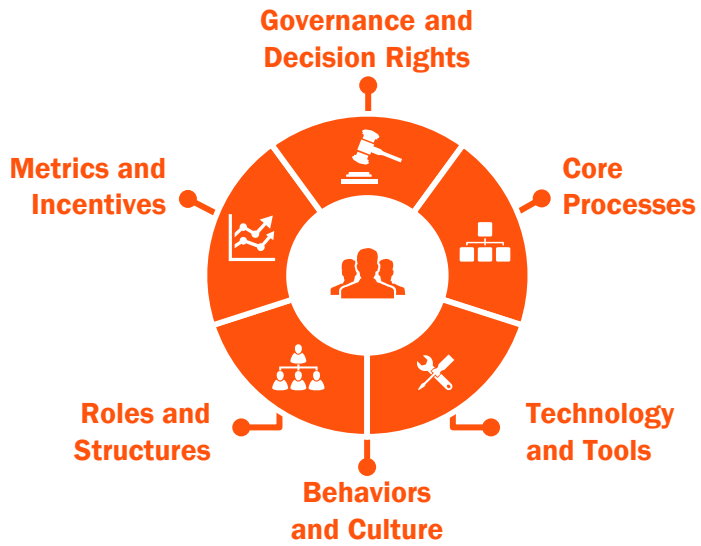
Project Focus: Developing the Operating Model for the Functional Areas

Define Accountability for Functional Areas

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

ILLUSTRATIVE

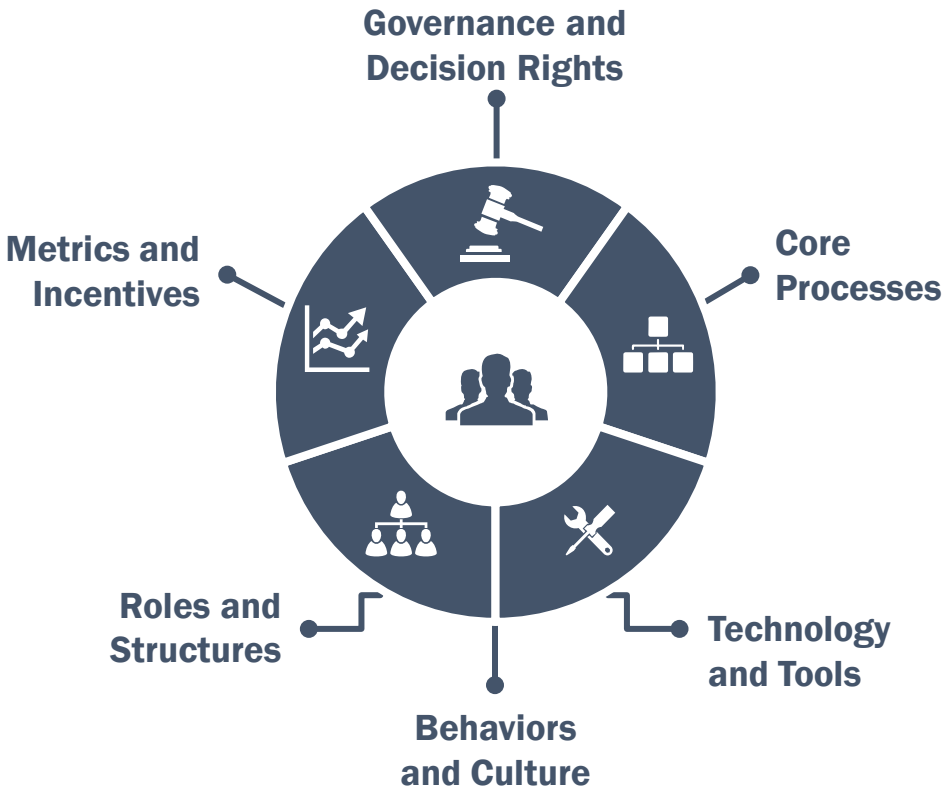
Design the Future Operating Model



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

Operating Model Framework to RNM Framework

For the network to be successful as a whole, creating a new operating model will guide identification of an RNM Framework that can be structured incrementally, evolving over time in response to targeted feedback



Near-term *"Get the Ball Rolling"*	Med/Longer-term *"Deepen & Sustain Change"*
Clarified RNM roles under current authorities	Required Authorities Enacted
Minimal 'new' spend to support changes	Costed, incremental new funding identified
Quick implementation of key customer-focused opportunities	Programmatically prioritizes, establishes, and executes initiatives
Limited change management and behavioral support	Full integration of change management and comms efforts

End Product: The Regional Network Management Framework

The Regional Network Management Framework

The **mission** (the RNM's purpose) and **vision** (what the RNM hopes to accomplish) serve as guiding principles for the Functional Areas and Operating Model within the RNM

The **Accountabilities** and **Responsibilities** define what activities within each functional area for which the RNM is responsible (vs. the Operators or MTC)

The **Operating Model** defines how the RNM will deliver its Accountabilities and Responsibilities across all of its Functional Areas. As more Functional Areas are incorporated into the RNM, the Operating Model will continue to evolve

The **Financial, Time, & Legal Constraints** place boundaries on the Mission, Vision, Functional Areas, and Operating Model for the RNM

Benefits of the RNM Framework

Customer Benefits

Network Mgmt. Benefits

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

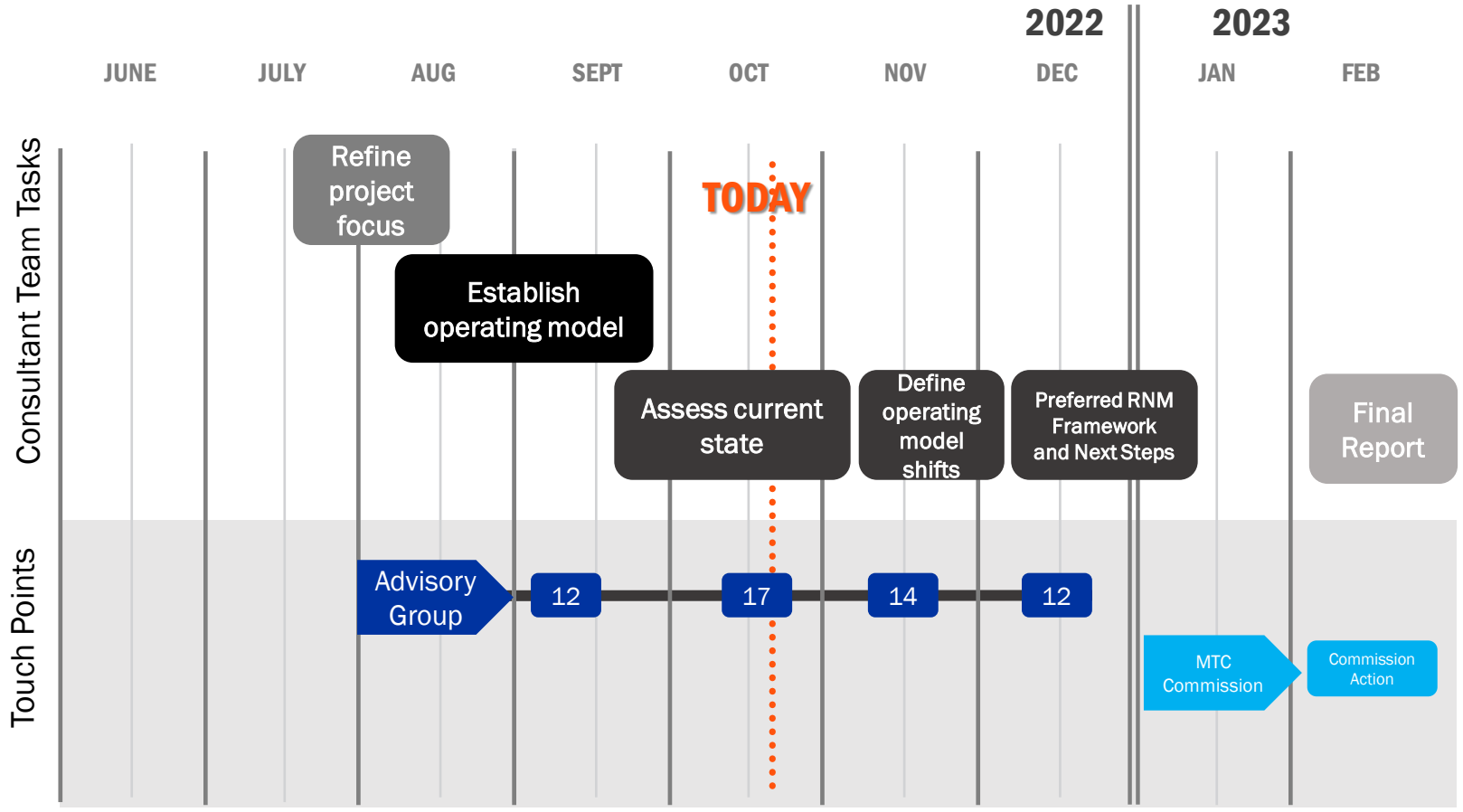
and / or

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



I. Consultant Team Tasks
   1. July-Aug 2022: Refine Project Focus
   2. Aug-Sep 2022: Establish Operating Model
   3. Sep-Nov 2022: Assess Current State
   4. Nov-Dec 2022: Define Operating Model Shifts
   5. Dec 2022-Jan 2023: Preferred RNM Framework and Next Steps
   6. Feb 2023: Final Report

II. Touch Points
   1. Aug 2022: Advisory Group
   2. Sep 2022: 12
   3. Oct 2022: 17
   4. Nov 2022: 14
   5. Dec 2022: 12
   6. Jan 2023: MTC Commission
   7. Feb 2023: Commission Action

Staff Contact

SHRUTI HARI

ASSISTANT DIRECTOR

FUNDING POLICY AND PROGRAMS

SHARI@BAYAREAMETRO.GOV

Recent Outreach Initiatives with Transit Focus

Blue Ribbon Transit Recovery Task Force

- Research review
- CBO leaders' discussion group
- Regionwide community discussion groups* (including disability community)
- Employer focus group
- Employer surveys
- Statistically-valid poll*

Plan Bay Area 2050

- Pop-up & digital workshops
- CBO partnerships & focus groups*
- Virtual webinars & telephone town halls*
- Online surveys & comment forms
- Listening line*
- Statistically-valid poll*

Regional Transit Mapping & Wayfinding Project

- Stakeholder workshops
- Public focus groups (8)*
- Interviews with transit operator and city staff

Coordinated Plan

- Outreach with public transit riders (including paratransit)
- Ongoing since Jan 2020

Transit Fare Coordination & Integration Study

- One-on-one "co-creation" workshops with transit customers
- Facilitated (virtual) prototype-testing session
- Online surveys`

* Activity conducted in multiple languages

What We Heard: Broad Themes

"Public Transit is Important"

- **87%** of Bay Area residents, whether they ride it or not, **believe transit is important** and that having a good transit system is a public good for everyone

"Make it Equitable"

- **Better transit for dependent populations** is important, including fair fares for seniors and students
- Although better transit integration benefits everyone, respondents want to assure that **improvements to attract new riders** aren't at the expense of the transit dependent

"Seamless and Streamlined"

- **89%** support a **more coordinated public transit system** that operates as a seamless, multimodal system
- **Residents want:** a regional network, real-time transit info, more direct service with fewer transfers, a single mobile app, uniform maps and signage, and consistent fare and payment structures

"Improve the System"

- Bay Area residents weren't satisfied with public transit prior to 2020, and they **want a better system**
- They want **improvements beyond just restored service levels**, even though many respondents have been impacted by service reductions
- **Expand and modernize** the regional rail network

Network Management Stakeholder Engagement

	Stakeholder	Type of Engagement
1	Network Management Business Case Advisory Group	Recurring formal Advisory Group meetings, Public meetings
2	Policy Advisory Council	Updates to Transit Transformation Action Plan Subcommittee and/or Policy Advisory Council
3	Operator / Stakeholder Engagement	Informational and working sessions with operator and stakeholders to collaborate on technical and evaluation work
4	Individual and small group consultations/meetings	Focused individual and small group interviews at key points throughout the project
5	MTC Committee Updates	Progress Updates to Executive Committee & Commission
6	Ad Hoc Committee of Advisory Group	Collaborative working sessions key points. Each session dedicated to a particular topic

Metropolitan Transportation Commission
Policy Advisory Council Transit Transformation Action Plan Subcommittee

October 24, 2022 **Agenda Item 5**

Bay Area Rail Partnerships Study

Subject:

Review draft preliminary findings from the 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 Evaluation.

Next Steps:

Staff will be at your October 24, 2022 meeting to deliver and discuss this presentation. The Subcommittee's input is requested.

Issues:

None identified.

Recommendations:

Information

Attachments:

- Attachment A: Presentation

Regional Rail Partnerships: Study Summary

Policy Advisory Council
Transit Transformation Action Plan Subcommittee
October 24, 2022

METROPOLITAN TRANSPORTATION COMMISSION

steer

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?

Report is being finalized for October 26 MTC Executive Meeting

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 to regional will be complex and require further analysis prior to implementing changes.

METROPOLITAN TRANSPORTATION COMMISSION

steer

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.

METROPOLITAN TRANSPORTATION COMMISSION steer

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.

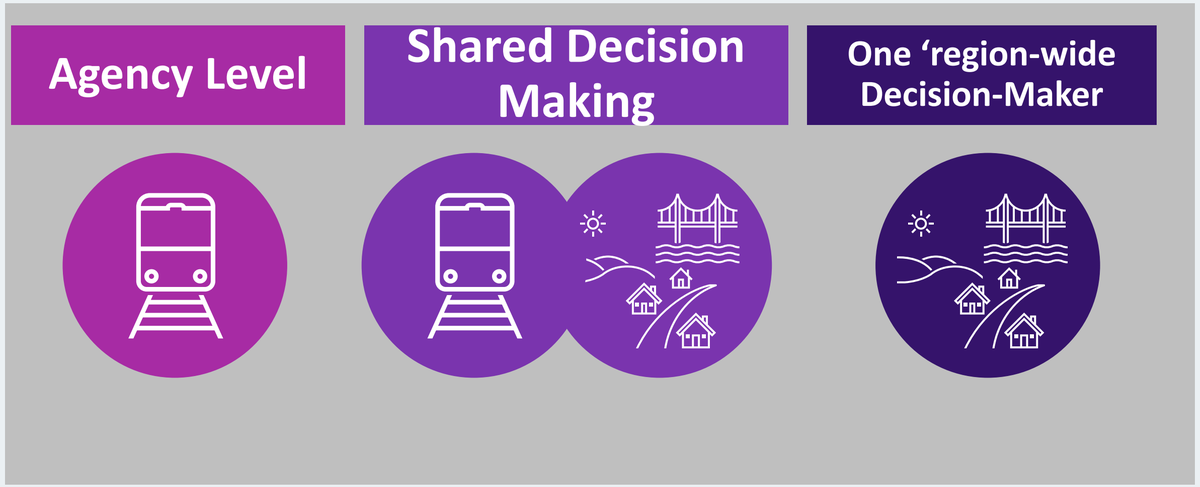
METROPOLITAN TRANSPORTATION COMMISSION steer

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
Project Deliverer 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

- Project Inclusion in Future Network
- Project Advancement and Sequencing
- Project Deliverer and Delivery Approach
- Developing and deploying new regional funds

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

+

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

- Network Policies
- Capital and SOGR Budgets
- Asset Ownership
- Operations and Operational Standards

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.

=

A region-wide decision making body could be:

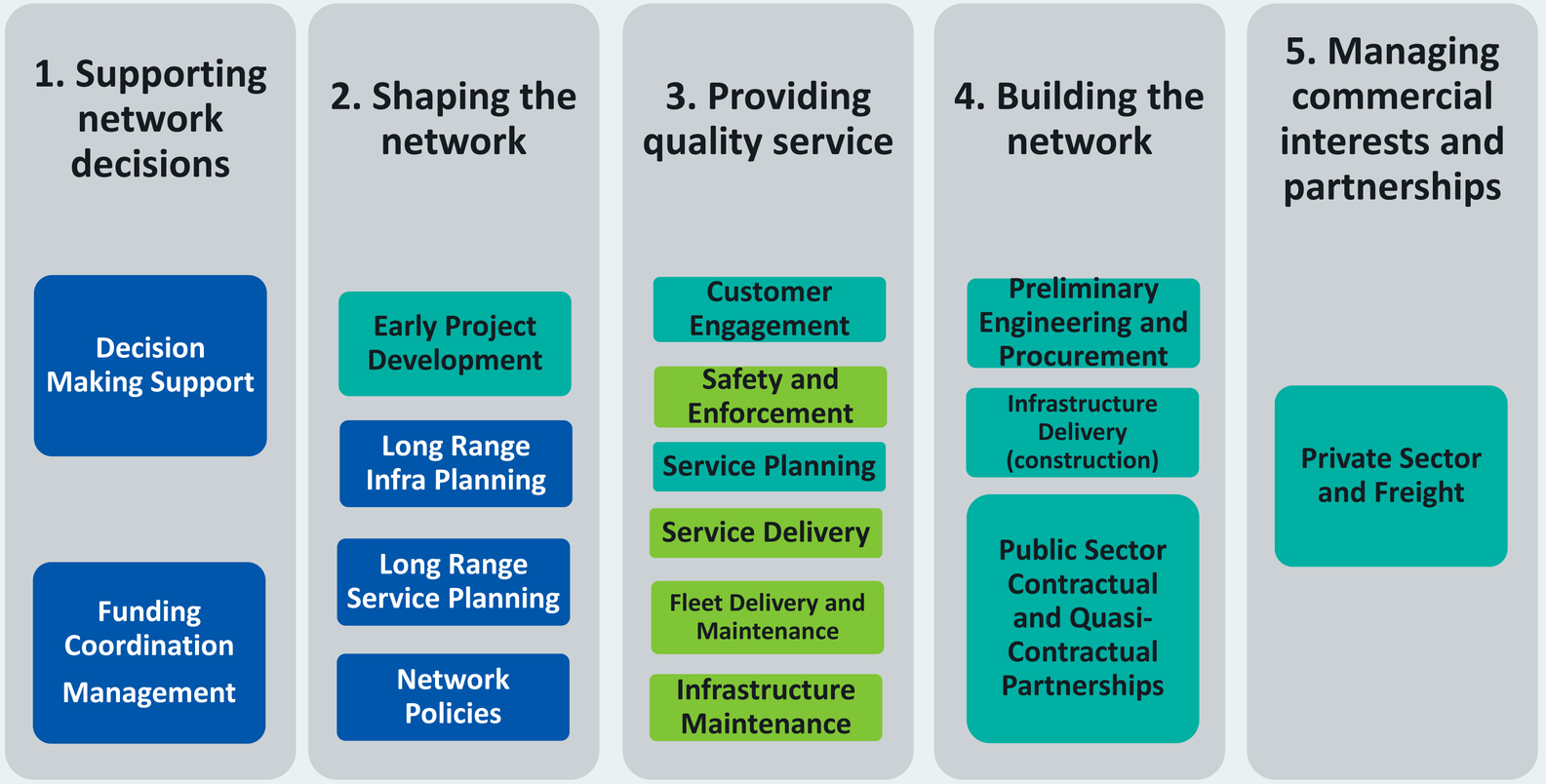
- An agreement driven forum
- A new decision making body
- An empowered existing decision making body

METROPOLITAN TRANSPORTATION COMMISSION steer

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?

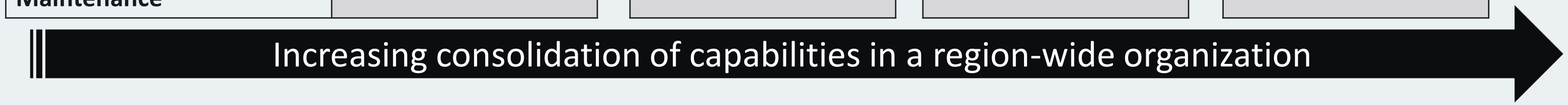
Capabilities associated with planning and decision making have the highest potential benefits from being 'regionalized'.

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

METROPOLITAN TRANSPORTATION COMMISSION steer

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, Funding Coordination				
Regulating				
Long Range Infrastructure Planning				
Long Range Service Planning				
Early Project Development				
Network Policy Development				
Customer Engagement				
Service Planning				
Safety and enforcement				
Service Delivery				
Fleet Delivery and Maintenance				
Infrastructure Maintenance				



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

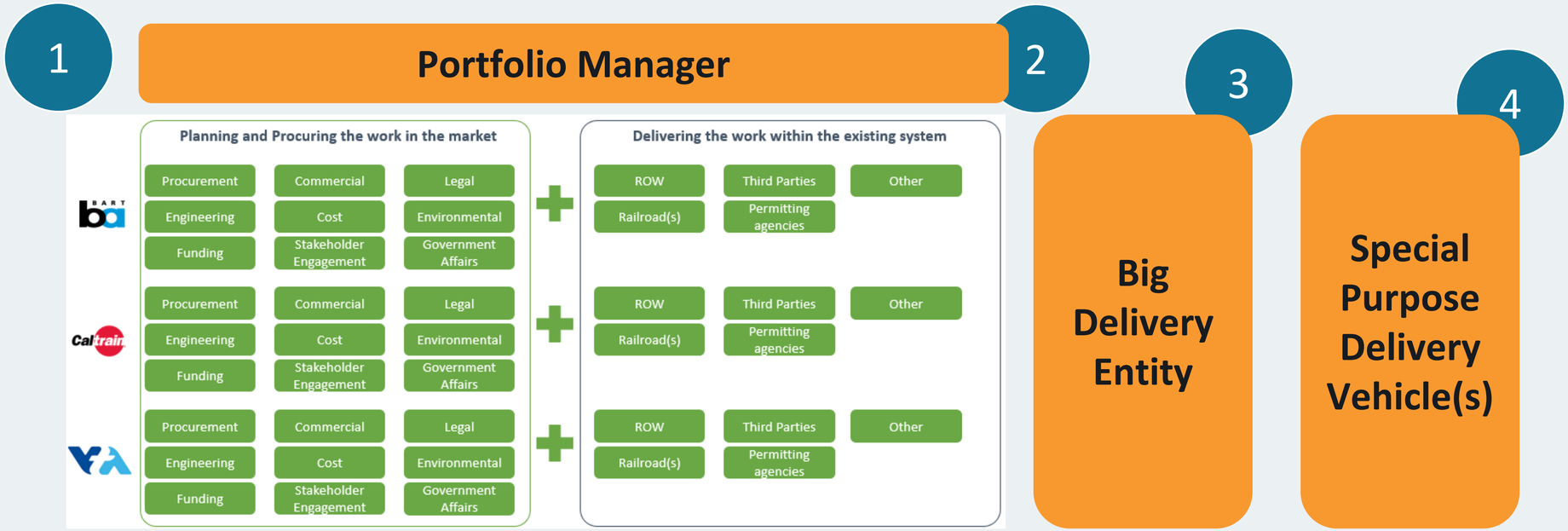
Model 3: Regional entity guides collaboration among many agencies for these capabilities

Model 4: Capabilities in grey, continue to have multiple agencies lead and action them without leadership of a single regional entity.

METROPOLITAN TRANSPORTATION COMMISSION steer

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

Short Term → Deploy region-wide decision making and organizations at a focused 5-county scale

Longer Term → Expand to cover whole Bay Area (or wider area) over time

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

- **Physical integration**
- **Share of proposed capital programming**
- **Level of ridership that could benefit from the change**
- **Cost and organizational challenges and opportunities**
- **Number of customers who make use of multiple railways**

METROPOLITAN TRANSPORTATION COMMISSION steer

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

Staff Contact

Shruti Hari, MTC
Assistant Director
Funding Policy and Programs
shari@bayareametro.gov

Patrick Miller, Steer
Associate
Patrick.Miller@steergroup.com

METROPOLITAN TRANSPORTATION COMMISSION steer

Metropolitan Transportation Commission
Policy Advisory Council Transit Transformation Action Plan Subcommittee

October 24, 2022 **Agenda Item 6**

Connected Network Planning Update

Subject:

Update on upcoming meetings and next steps on connected network planning, consistent with Transit Transformation Action Plan Action #18.

Background:

Transit Transformation Action Plan Action #18 calls for MTC and transit operators to "fund, develop and adopt a Bay Area Connected Network Plan that includes transit service hub categories, core service networks (such as Rapid Transit), funding requirements and next steps." MTC staff has been working with transit operator staff for the past several months on outlining an initial draft scope and schedule, project management approach, and staffing and funding needs. Although proposed legislation to establish requirements on the scope and timing for the Connected Network Plan did not advance this past year [Senate Bill 917 (Becker)], staff has continued to explore ways to advance connected network planning in a timely and effective manner. With the upcoming kickoff of the next update to Plan Bay Area (known as Plan Bay Area 2050+) in mid-2023, this has included looking at potential synergies between these regional planning efforts.

Upcoming Meetings and Actions:

Staff will present an initial proposal for coordinating connected network planning with Plan Bay Area 2050+ at various committee meetings in November and December, including the November 9, 2022 Policy Advisory Council meeting. Staff will return to this Subcommittee at its mid-November meeting for an in-depth discussion of this proposal, which will include further details on scope, schedule, staffing, and budget.

Issues:

None identified.

Recommendation:

Information.

Attachments:

- None