

**Metropolitan Transportation Commission
Executive Committee**

February 10, 2023

Agenda Item 3a - 23-0306

Regional Network Management (RNM) Framework Recommendations

Subject:

Regional Network Management (RNM) framework recommendation for Executive Committee review and referral to the Commission for approval. Following Commission approval, staff will develop and present an RNM Implementation Plan for Commission approval, the timing being subject to involvement of the new MTC Executive Director.

Background:

In July 2021, the Task Force approved the Bay Area Transit Transformation Action Plan, which identified specific near-term actions to re-shape the region's transit system into a more connected, more efficient, and more user-focused mobility network, resulting in increased ridership and reduced growth in vehicle miles traveled. The Action Plan sought to drive several transformational outcomes, including: a) simpler, consistent and equitable fare and payment options, b) making transit easier to navigate and more convenient, c) transit services are equitably planned and integrally managed as a unified, efficient and reliable network, d) transit services for older adults, people with disabilities, and those with lower incomes are coordinated efficiently, and e) use existing resources more efficiently and secure new, dedicated revenue to meet funding needs. As a part of this plan, the Task Force requested that a study be completed to recommend a preferred framework for Regional Network Management that would be feasible, fundable and one that will improve our regional transit network with more connectivity and customer amenities, and achieve the desired outcomes mentioned above.

Accordingly, in December 2021, the MTC Commission authorized a Network Management Business Case Evaluation to assess and recommend a preferred regional network management framework in a format that sets in place an adaptable structure to achieve near-term and longer-range regional transit goals and identify next steps to achieve implementation.

To support this assessment and ensure that key stakeholders were involved in the process, MTC established a 14-member Advisory Group made up of transit operators and stakeholders to review the analysis and recommendations. This project evaluation included two actions by the MTC Commission, initially to select the evaluation consultant, followed by final action on the consultants' recommendations. For further details on the project evaluation and process, please

refer to: <https://mtc.ca.gov/about-mtc/committees/interagency-committees/network-management-business-case-advisory-group>.

RNM Evaluation and Framework Recommendation

The consultant team led by VIA – A Perkins Eastman Studio (VIA) conducted a current and future state assessment of initial regional transit focus areas (RNM functional areas) and developed a recommended RNM framework they felt would best support transit operations and meet the needs of the Bay Area travelling public. The consultant team recommended a Short/Near-Term RNM Framework, a Proposed 180 Day Implementation Plan and Evaluation Framework for longer term evolution.

These recommendations received strong support from the Advisory Group and the feedback was that the proposed RNM framework provides a thoughtful approach to advancing the integration of our region’s transit system in a manner that will benefit customers in the near term, while also providing the flexibility to adapt and evolve over time. The highlights of the framework are that it provides a dedicated forum and staff resourcing to address regional transit needs and empowers a decision-making structure that leverages the existing authorities of the MTC Commission and individual transit agencies to implement needed customer improvements quickly. Moreover, it harnesses the expertise of the transit general managers and elevates the voice of the customer and its importance throughout the framework. Finally, the Near-Term RNM structure also provides flexibility to evolve and strengthen over time, allowing the Commission to understand what works well and what changes may be needed as we navigate the years ahead.

As a reminder, staff presented an update on the project and the Near-Term RNM framework recommendation with key considerations for Executive Committee and Commission review in January and received supportive comments and input that is reflected in the recommendation before you today.

MTC Resolution No 4564 would formalize policy support for the RNM framework recommendation and includes the following key elements: a) Mission & Vision, b) Regional Transit Initial Focus Areas, c) Near Term Framework Elements, d) Proposed Roles and

Committee Composition, and e) Performance, Progress and Long-term Evolution of the RNM (Key Performance Indicators and Recurring Reviews). MTC Resolution No. 4564 may be revised in the future to accommodate evolution of the RNM structure as needed over the longer term.

Issues:

In consideration of feedback received in January, staff recommend that the Commission approve and move forward with the RNM Framework recommendation as proposed by the consultants, with the three areas noted below warranting refinement and additional consideration under the RNM Implementation Plan.

Implementation Timeline –Staff recommend being ambitious but realistic when developing the Implementation Plan for the RNM, and timing the launch of the plan with the involvement of the new MTC Executive Director. Additionally, staff suggests aligning the Implementation Plan with the agency budget process and any other near-term organizational changes that may be under consideration to optimize resources and minimize disruption. This will help to ensure that the RNM implementation is well coordinated and adequately funded.

Funding and Resource Confirmation - Staff recommend ensuring a firm funding approach before standing up the RNM, that can be the bridge until a new, ongoing funding source becomes available. While the near-term funding need is anticipated to be \$1-\$2 million annually, staff will continue to analyze options that would involve MTC making meaningful contributions and distributing remaining need equitably across operators in a way that does not impact services provided by them.

Outreach to Transit Boards – Staff will continue to engage with transit agency boards and provide information about the RNM framework and Implementation Plan. The Implementation Plan will further detail how and on what timeline support for the RNM will be formalized with operator boards.

Next Steps:

Should the Commission approve the RNM Framework Recommendation in February, an RNM Implementation Plan to guide important activities to stand up the Near-Term RNM will be developed and brought forward for Commission consideration and approval with the timing being subject to the participation of the new MTC Executive Director.

Recommendation:

Staff recommend that the Executive Committee refer MTC Resolution No. 4564 to the Commission for approval.

Attachments:

- Attachment A: Regional Network Management Framework Recommendation – Key Slides
- Attachment B: MTC Resolution No. 4564



Alix A. Bockelman

Date: February 22, 2023
W.I.: 1621
Referred by: EXEC

ABSTRACT

MTC Resolution No. 4564

This resolution approves policy support for the Regional Network Manager, a framework that sets in place an adaptable structure to achieve near term and longer-range regional transit goals.

In July 2021, the Task Force approved the Bay Area Transit Transformation Action Plan, which identified specific near-term actions to re-shape the region's transit system into a more connected, more efficient, and more user-focused mobility network, resulting in increased ridership and reduced growth in vehicle miles traveled. One of the actions called for an assessment of a preferred framework for Regional Network Management. A 14-member Network Management Business Case Advisory Group (NMBCAG) made up of transit operators and stakeholders was established to guide the analysis and recommendations.

This resolution contains the following attachments:

Attachment A – Regional Network Management Framework

Further discussion of this subject is contained in the Executive Committee Commission memoranda dated February 10, 2023.

Date: February 22, 2023

W.I.: 1621

Re: Policy Support for Regional Network Management Framework

METROPOLITAN TRANSPORTATION COMMISSION

RESOLUTION NO. 4564

WHEREAS, the Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the San Francisco Bay Area pursuant to California Government Code Section 66500 et seq.; and

WHEREAS, MTC is the federally designated Metropolitan Planning Organization (MPO), pursuant to Section 134(d) of Title 23 of the United States Code (USC) for the nine-county San Francisco Bay Area region (the Bay Area or region); and

WHEREAS, MTC convened the Blue Ribbon Transit Recovery Task Force (Task Force) in 2020 and 2021 to respond to the COVID-19 pandemic and the impacts to transit; and

WHEREAS, the Task Force developed and endorsed the Transit Transformation Action Plan (Action Plan) in July 2021, which identifies near-term actions needed to achieve a more connected, efficient, and user-focused mobility network across the Bay Area and beyond and the Action Plan was received and accepted by MTC in September 2021; and

WHEREAS, the Action Plan called for a Regional Network Management (RNM) Assessment for Bay Area Transit and establishment of a Network Management Business Case Advisory Group to guide the assessment; and

WHEREAS, a Regional Network Management Framework is being recommended to improve the Bay Area's regional transit network, and achieve the desired near-term outcomes in the Action Plan and longer-range regional transit goals as identified in Attachment A, incorporated herein as though set forth at length; and

WHEREAS, the Regional Network Management Framework is an initial structure that may evolve over time towards a longer term transformation;

RESOLVED, that MTC expresses policy support for the Regional Network Management Framework set forth in Attachment A; and be it further

RESOLVED, that MTC directs staff to develop an Implementation Plan meant to set forth a comprehensive process to guide the respective agencies as we move forward to implement the RNM framework.

METROPOLITAN TRANSPORTATION COMMISSION

Alfredo Pedroza, Chair

The above resolution was entered into by the Metropolitan Transportation Commission at a regular meeting of the Commission held in San Francisco, California, and at other remote locations, on February 22, 2023.

Date: February 22, 2023
W.I.: 1621
Referred by:

Attachment A
Resolution No. 4564
Page 1 of 3

Attachment A Regional Network Management Framework

I. Mission and Vision

Anchoring the Regional Network Management (RNM) framework are mission and vision statements.

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

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

II. Regional Transit Initial Focus Areas

The RNM focus is centered on delivering operational changes that will directly benefit present and future customers. An initial set of focus areas has been defined as:

Focus Area (Functional Areas)	Regional Role
Fare Integration Policy	<ul style="list-style-type: none">• Set the regional vision• Establish regional policies• Establish policy implementation plans, including the identification of funding
Wayfinding and Mapping	<ul style="list-style-type: none">• Set the regional vision• Establish regional policies (e.g., design standards, compliance requirements)• Establish policy implementation plans, including the identification of funding• Deliver centralized procurement, where relevant
Accessibility	<ul style="list-style-type: none">• Embed accessibility within each of the other functional area plans• Define a regional vision for paratransit operations• Identify improvements needs re: implementation of paratransit policies and requirements• Establish a regional implementation plan
Bus Transit Priority (BTP)	<ul style="list-style-type: none">• Set the regional vision• Define BTP corridors and identify needs / initiatives

Focus Area (Functional Areas)	Regional Role
	<ul style="list-style-type: none"> • Serve as the central coordination point for state, county, and city stakeholders • Establish policy implementation plans, including the identification of funding
Rail Network Management	<ul style="list-style-type: none"> • Set the vision for the regional rail network • Translate regional vision into regional implementation plan (project prioritization, sequencing, integration points, project funding, delivery approach, etc.)
Connected Network Planning (CNP)	<ul style="list-style-type: none"> • Identify critical regional transit gaps to create the CNP • Establish and create data tools for regional planning • Identify funding priorities and establish service standards • Draft changes to Countywide Transportation Plan guidelines, as needed

III. Near term Framework Elements

Element	Description
Regional Visioning Element	Leverage existing regional purview and planning capabilities to help set the regional vision for transit in the Bay Area and drive the direction of the RNM.
Steering Element	Council comprised GM-level Operator and MTC representatives who understand transit operations and can represent the interests of their stakeholders and provide leadership and critical input on regional policies.
Administration/ operational elements	Staff, temporary or longer-term groups comprised of a broad range of representatives, including Operators, stakeholders, and subject matter experts, that will help complete analysis and develop policy recommendations / options.

IV. Proposed Roles and Committee Composition

The near-term RNM structure is customer focused, structured for scale and balances short term momentum with long-term transformation. It is proposed to be made up of the following, subject to further action and refinement through the Implementation Plan:

MTC RNM Committee

- A committee of the Commission
- Leverage existing regional purview and planning capabilities to help set the regional vision for transit in the Bay Area and drive the direction of the RNM.
- 8 voting seats for Commission Members

- 2 non-voting seats for transit agency board members
- 1 non-voting seat for a state appointee

Customer Advisory Committee

- Group of stakeholders who represent the customer and can help inform decision-making with the customer in mind.
- Elevated Transit Transformation Action Plan (TAP) Sub-Committee with potential refinements to membership to better support the mission and vision of the RNM.
- Eight (8) members from MTC's Policy Advisory Council
- Nine (9) stakeholder representatives

RNM Council

- Council comprised of GM-level Operators and MTC representatives who understand transit operations and can represent the interests of their stakeholders and provide leadership and critical input on regional policies.
- MTC Executive Director to assemble the Council with anticipated participants including large and small operator General Managers/ CEOs.

V. Performance, Progress, and Long-term Evolution

Key Performance Indicators: To support continuous improvement, Key Performance Indicators (KPIs) will be established to track RNM performance.

- Benefits KPIs: KPIs to track the achieved benefits of regional transit and inform regional transit policy decisions.
- Program KPIs: KPIs to monitor the performance of the RNM and inform the evolution of the RNM.
- KPIs should be tracked and reported on through program performance structures and KPIs themselves would be reviewed and updated periodically.

Recurring Review: Every two years, the KPIs should be revisited and refined through a formal review. The review will consider progress made and drive the long-term evolution of the RNM framework through:

- Establishing leadership roles and scaling support elements to meet changing priorities.
- Establishing and expanding regional tools to drive standardization and improve efficiency.
- Refining and updating processes to meet changing needs or goals and enhance incentives to support process implementation.
- Enhancing agency authorities to align decision-making capabilities with regional goals.