

An aerial view of a modern city street. On the right, a light rail train with blue and white cars is stopped at a station platform. A white bus with purple accents is driving on the road. Pedestrians are walking on the sidewalks, and a cyclist is riding on a dedicated bike lane. The background shows modern buildings and trees.

# Regional Network Management (RNM)

ATTACHMENT A - REGIONAL NETWORK MANAGEMENT (RNM) FRAMEWORK  
RECOMMENDATION

**MTC Executive Committee**

**February 10, 2023 - 9 a.m.**

# Transit Transformation Action Plan – Desired Outcomes

## I. Fares and Payment

Simpler, consistent, and equitable fare and payment options.



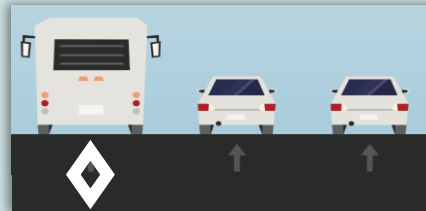
## II. Customer Information

Make transit easier to navigate and more convenient.



## III. Transit Network

Transit services managed as a unified, efficient, and reliable network.



## IV. Accessibility

Transit services for older adults, people with disabilities, and those with lower incomes are coordinated efficiently.



## V. Funding

Use existing resources more efficiently and secure new, dedicated revenue to meet funding needs.



# MTC Resolution 4564

- Approves Policy Support for RNM Framework
- Includes following key elements of the RNM Framework:
  - I. Mission & Vision
  - II. Regional Transit Initial Focus Areas
  - III. Near-Term RNM Framework Elements
  - IV. Proposed Roles and Committee Composition
  - V. Performance, Progress and Long-term Evolution

# I. Regional Network Management (RNM) Mission & Vision

## Proposed Mission Statement

("Core Purpose")

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

## Proposed Vision Statement

("Why")

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

## Fare Integration Policy

- Set the regional vision
- Establish regional policies
- Establish policy implementation plans, including the identification of funding

## Wayfinding & Mapping

- 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

- 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

- Set the regional vision
- Define BTP corridors and identify needs / initiatives
- Serve as the central coordination point for state, county, and city stakeholders
- Establish policy implementation plans, including the identification of funding

## Rail Network Mgmt.

- 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

- Identify critical regional transit gaps to create 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 RNM Framework Elements

## 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

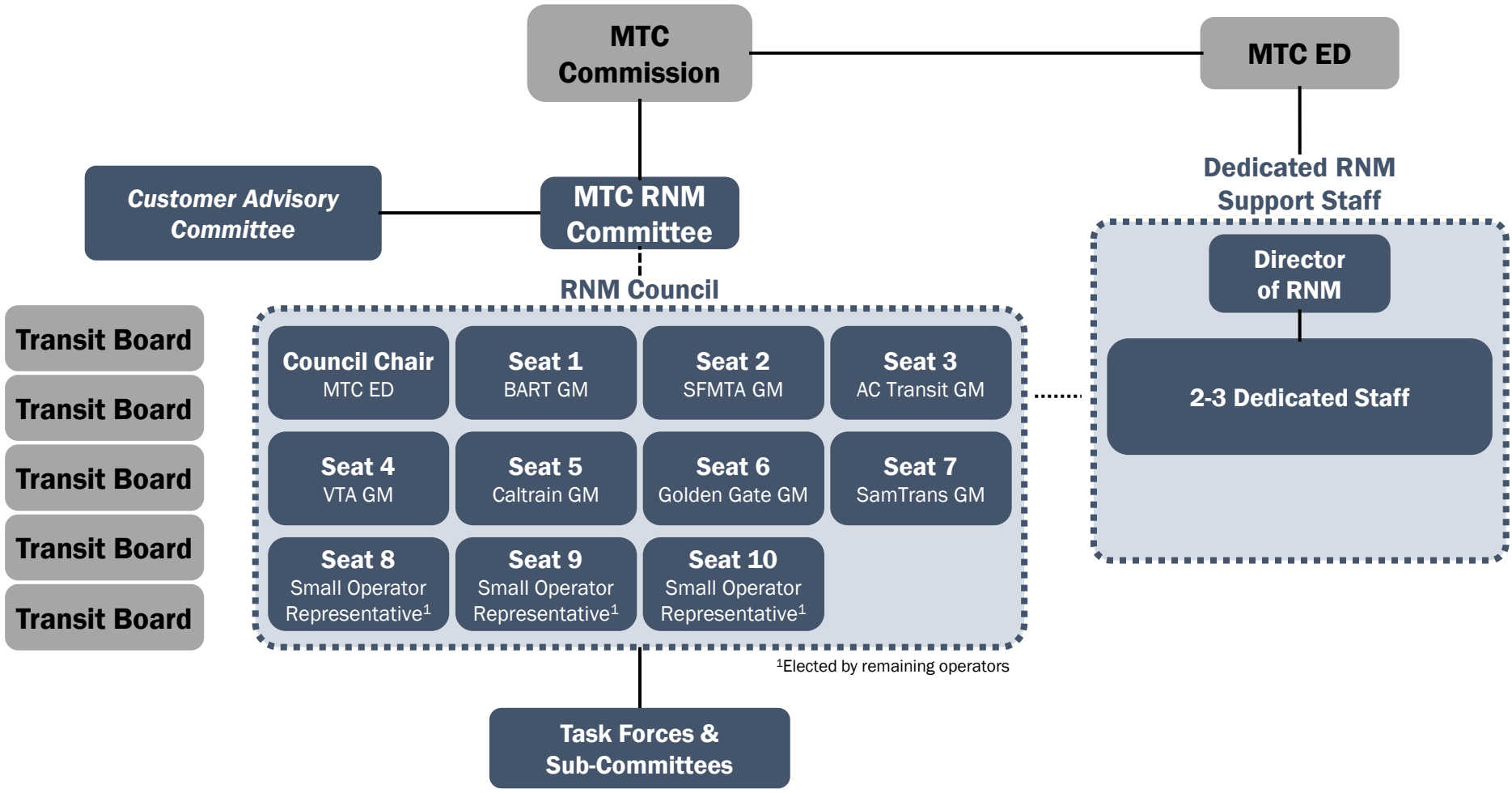
## Steering Element

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

## Administrative / Operational Element

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



✓ **Customer Focused:**

- Enables highly inclusive decision making to bring a broad range of perspectives
- Multiple engagement points for the “Voice of the Customer” to prioritize customers in decision making

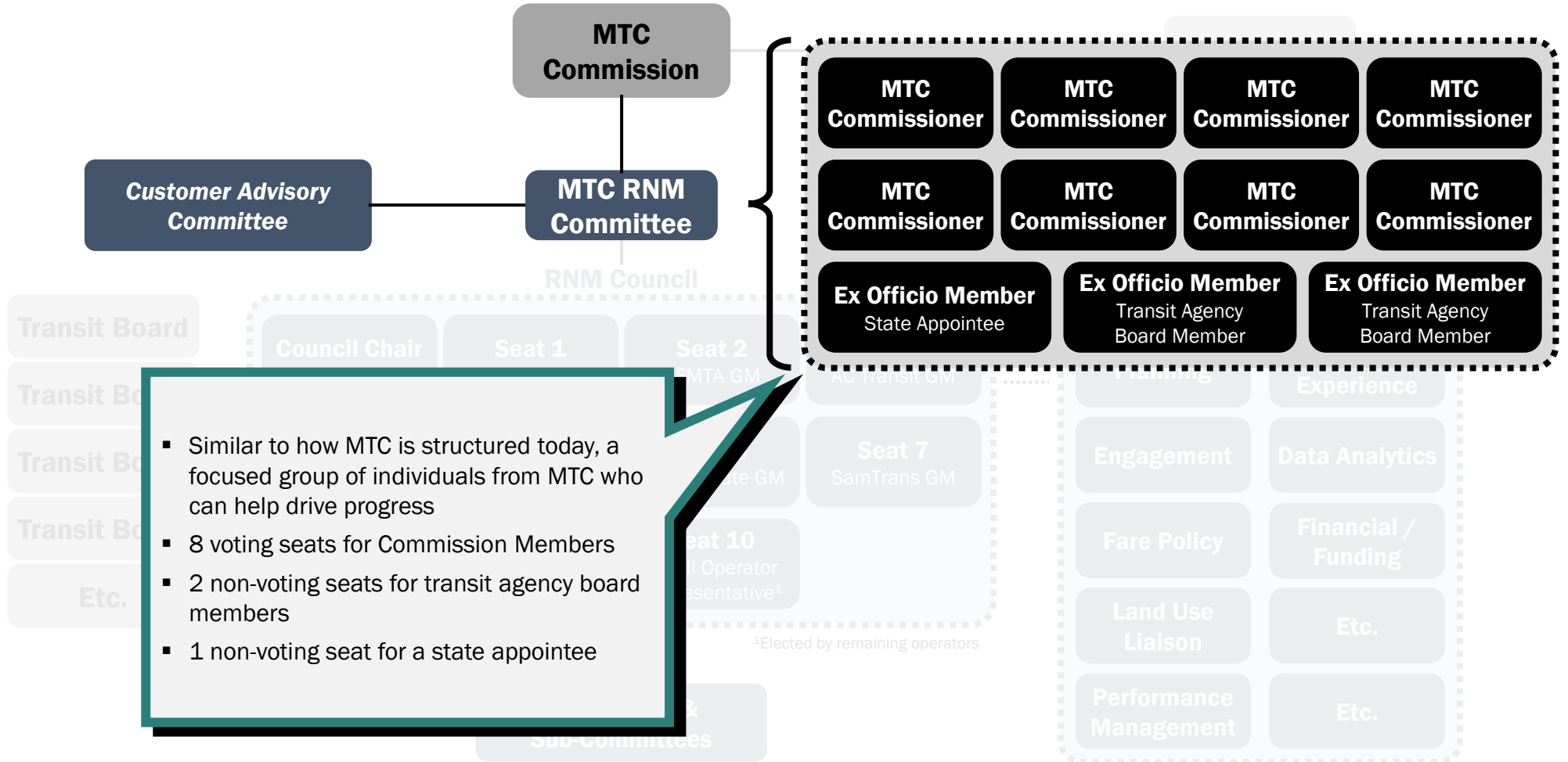
✓ **Structured for Scale:**

- Team of Dedicated Support Staff can grow over time to provide needed capacity to Operators
- Joint teams, with potential opportunities for seconded staff, enable high quality proposals to reach the Council, driving effective use of GM time
- Task Forces and Sub-Committees can be added or subtracted as regional priorities shift

✓ **Balances Short-Term Momentum with Long-Term Transformation:**

- Allows RNM to be stood up quickly to begin working on priority items, but also allows continuous evolution
- Seeks to drive cost and time effectiveness
- Feasible within current legislative constraints

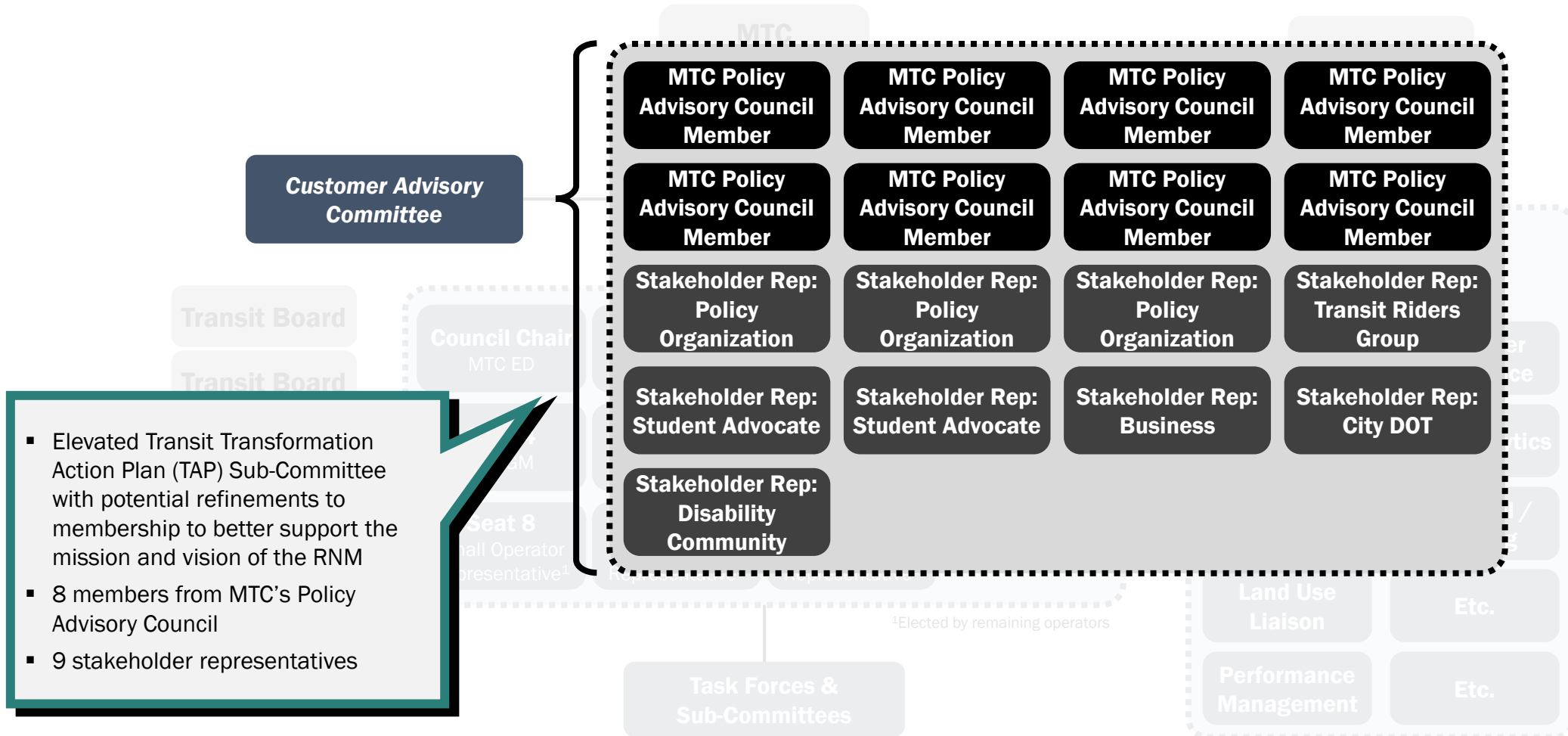
# IV. Proposed Roles and Composition: MTC RNM Committee



- Similar to how MTC is structured today, a focused group of individuals from MTC who can help drive progress
- 8 voting seats for Commission Members
- 2 non-voting seats for transit agency board members
- 1 non-voting seat for a state appointee

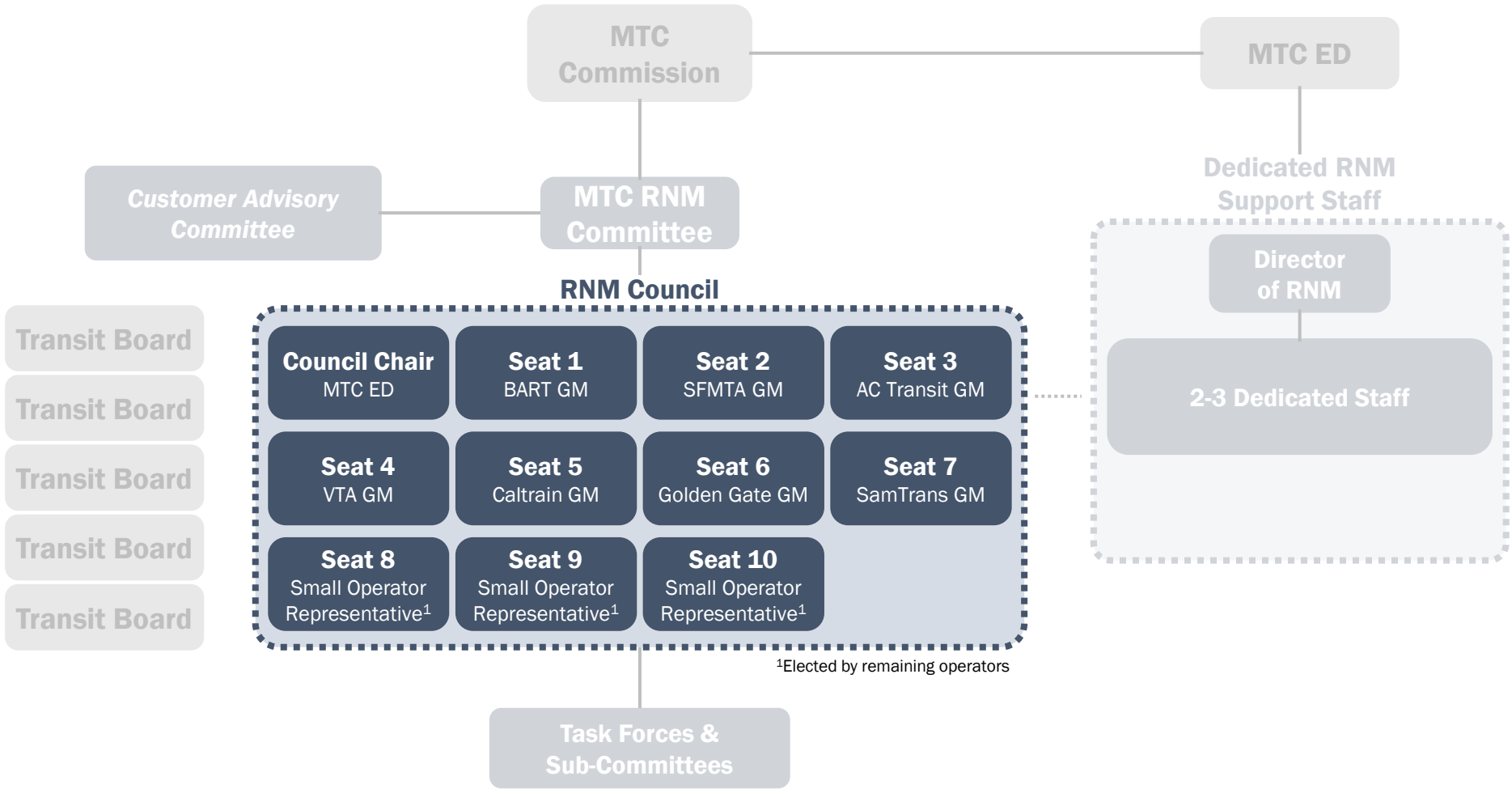


# IV. Proposed Roles and Composition: Customer Advisory Committee



- Elevated Transit Transformation Action Plan (TAP) Sub-Committee with potential refinements to membership to better support the mission and vision of the RNM
- 8 members from MTC's Policy Advisory Council
- 9 stakeholder representatives

# IV. Proposed Roles and Committee Composition: RNM Council



# V. Performance, Progress and Long-term Evolution

**Performance:** To support continuous improvement, KPIs will be established at creation to track RNM performance.

**Overall Progress:** Every 2 years, the KPIs should be revisited and refined through a formal review.

## Short / Near-Term RNM Framework



## Establish Leadership & Scale Roles



Establish foundational leadership roles while scaling support elements to meet changing priorities

## Establish & Expand Regional Tools



Develop tools and technology to drive standardization and improve efficiency

## Refine Processes & Enhance Incentives



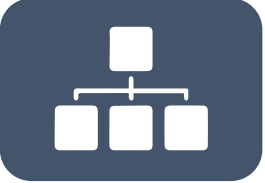
Update processes to meet changing needs / goals and enhance incentives to support process implementation

## Sharpen Authorities



Enhance agency authorities to align decision-making capabilities with regional goals

## Long-Term RNM Framework



Note: Illustrative

# Issues – to be addressed in Implementation Plan

## Implementation Timeline

**Be ambitious but acknowledge transitions:** Tie beginning of Implementation Plan (IP) with having new Executive Director (ED) in place.

**Strategic alignments for budget and organizational changes:** Revise Implementation Plan for establishing Near-Term RNM to align with budget process and other agency organizational changes.

## Funding & Resource Confirmation

**Confirm funding source and amount to stand up Near-Term RNM until new, ongoing revenue available:** Staff recommends ensuring a firm funding approach before standing up the RNM, that can be the bridge until a new, ongoing funding source becomes available. 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

**Continued Engagement and Outreach:** 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.

# Recommendation

- **Staff recommends Executive Committee review and referral of MTC Resolution 4564, approving policy support for Regional Network Management Framework, 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.**