

# Draft RNM Council Charter and Fiscal Year 2023-24 & FY 24-25 Work Plan

Regional Network Management Committee  
December 8, 2023

**RNM**

**Implementation**

**Status**

# Timeline

2020

2021

2022

2023

### Blue Ribbon Transit Recovery Task Force

In May 2020, MTC created a 32-member Blue Ribbon Transit Recovery Task Force (“Task Force”) to support MTC in the development of a regional response to address the adverse impacts of the COVID-19 pandemic on transit systems in the Bay Area.



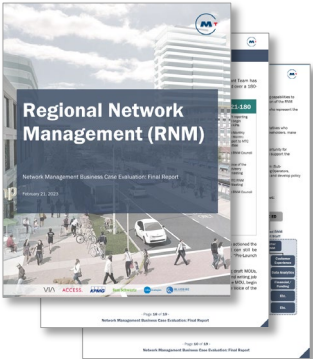
### Bay Area Transit Transformation Action Plan

In July 2021, the Task Force approved 27 specific near-term actions to re-shape the region’s transit system into a more connected, more efficient, and more user-focused mobility network across the entire Bay Area which formed the Bay Area Transit Transformation Action Plan (TAP).



### Network Management Evaluation

- The Task Force requested that a study be completed to select a preferred alternative structure(s) for Regional Network Management (RNM) and recommend next steps to achieve implementation
- Accordingly, MTC established a Network Management Business Case Evaluation project to assess and recommend a preferred regional network management framework to achieve near-term and longer-range transit mobility goals



### RNM Stand Up

- In February 2023, MTC approved a regional network management framework to be established
- Throughout 2023, MTC worked to stand up the RNM, including activities such as:
  - Developing charters
  - Hiring dedicated RNM personnel
  - Drafting work plans
  - Creating program management tools
  - Developing process workflows.
- On July 14, the RNM Committee (formerly the Operations Committee) held its inaugural meeting
- The first RNM Council and Customer Advisory Group meetings were held in Fall 2023

# RNM Refresher

## RNM Mission:

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

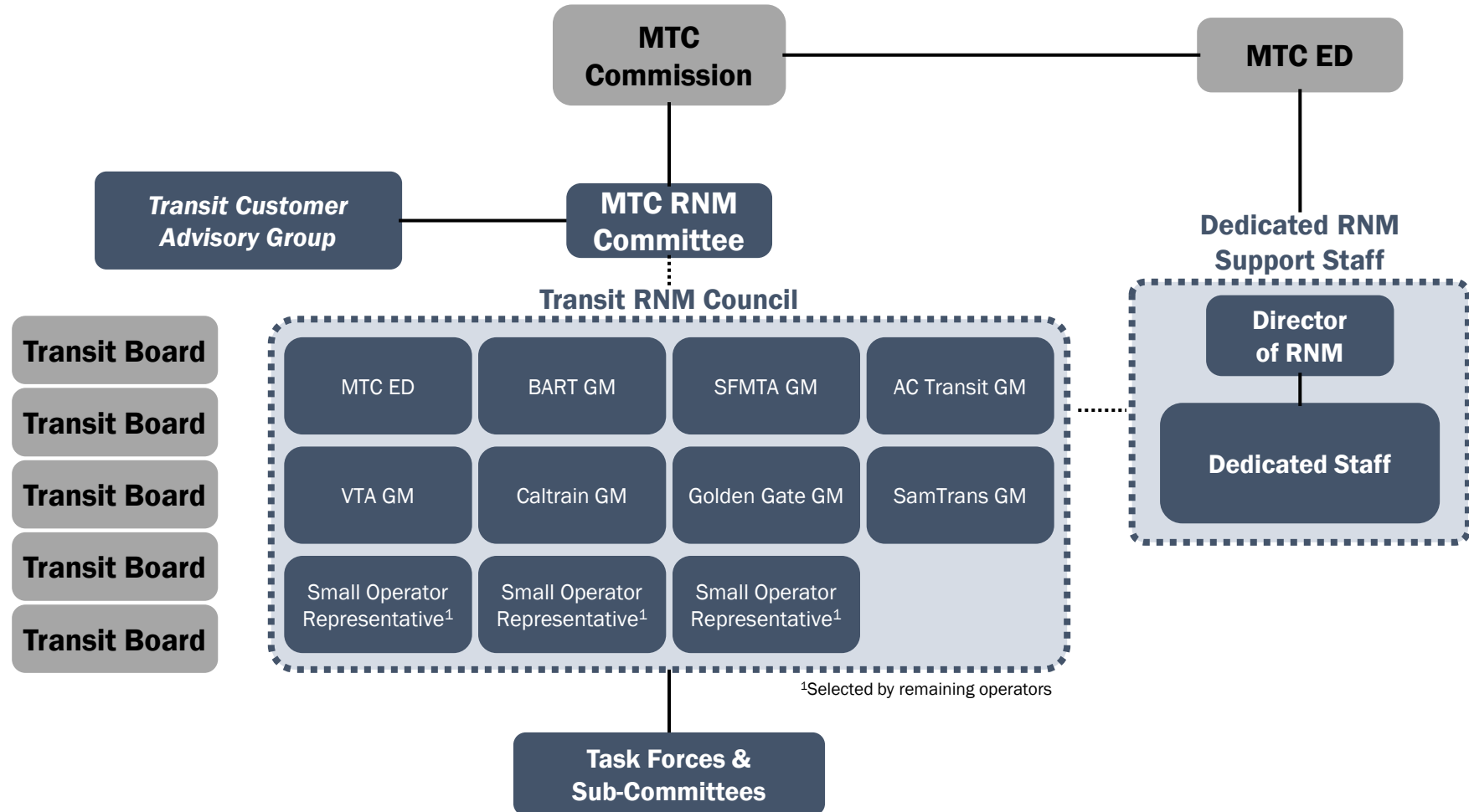
## RNM Vision:

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

## RNM Objectives:

- **Deliver Customer Benefits** (e.g., enhanced experience, improved safety, increased accessibility, reduced travel times)
- **Deliver Network Management Benefits** (e.g., improved planning, economies of scale, increased ridership, improved decision making)
- **Deliver Other Public Benefits** (e.g., reduced VMT, economic growth, enhanced connectivity, increased equity)

## RNM Organizational Structure:



# Implementation Activities / Status

We Are Here

Pre-Launch	Spring	Summer	Fall	Ongoing
<ul style="list-style-type: none"> <li>✓ <b>MTC Action:</b> Action proposed RNM structure</li> <li>✓ <b>Funding:</b> Develop initial budget, funding requirements, and funding plan for Dedicated Staff</li> <li>✓ <b>MTC RNM Committee:</b> Commission Committee Structure Approach / Membership</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Administration:</b> Consultant and staff onboarding</li> <li>✓ <b>MTC RNM Committee:</b> Amend Commission procedures</li> <li>✓ <b>Funding:</b> Approve MTC Budget/ Partial dedicated RNM budget</li> <li>✓ <b>Implementation Plan:</b> Begin to compile Implementation Plan</li> <li>✓ <b>Dedicated RNM Staff:</b> RNM Director job description / requisition</li> <li>✓ <b>RNM Council and Transit Customer Advisory Charter:</b> Initiate discussions to define RNM mechanics</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Customer Advisory Group:</b> Establish Membership and transition plans of existing subcommittee; continue developing charter</li> <li>✓ <b>MTC RNM Committee:</b> Develop workplan and begin convening meetings</li> <li>✓ <b>Program Management tools:</b> Begin to develop portfolio Management structure; expand Co-PM model</li> <li>✓ <b>Dedicated RNM Staff:</b> Advance recruitment process for RNM Director</li> <li>✓ <b>RNM Council:</b> Continue developing charter; develop workflows; advance work plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Dedicated RNM Staff:</b> RNM Director on Board</li> <li>✓ <b>Customer Advisory Group:</b> Begin convening meetings; finalize charter</li> <li>❑ <b>Dedicated RNM Staff:</b> Job descriptions / requisitions for any immediate Support Staff</li> <li>❑ <b>RNM Council:</b> Begin convening meetings; finalize charter</li> <li>❑ <b>Transformation Action Plan:</b> Action Plan Implementation (Cross-Functional Staff Support)</li> <li>❑ <b>Other:</b> Partnership and stakeholder consultations</li> </ul>	<ul style="list-style-type: none"> <li>❑ <b>RNM Council:</b> Finalize RNM Council Work Plan</li> <li>❑ <b>Transformation Action Plan:</b> Update Action Plan Revisions</li> <li>❑ <b>Dedicated RNM Staff:</b> Begin hiring process for any immediate Dedicated Support Staff</li> <li>❑ <b>Funding:</b> Secure remaining and additional funding for dedicated RNM budget</li> <li>❑ <b>Metrics:</b> Establish KPI reporting process and begin reporting on KPIs</li> </ul>

# RNM Council Charter

# RNM Council Structure: Purpose and Original Design

## Genesis of the **governance model** for the *RNM Council*

### The *RNM* was created to:

1

Drive transformative improvements in the customer experience for regional Bay Area transit

(RNM Mission)



2

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

(RNM Vision)



### The purpose of the *RNM Council* is to:

Bring together leadership from transit agencies and MTC to provide executive guidance on regional transit policies and actionable implementation plans in pursuit of the RNM's Mission and Vision



### Reminder on NMBCAG Recommendation:

#### 11 Member Council

- 7 Large Transit Operators
- 3 Small/Medium Transit Operator Representatives
- 1 Regional - MTC

# RNM Council Charter Purpose, Guiding Principles, & Outline

## Charter Purpose

- 1 Memorialize **what** the RNM Council is
- 2 Provide transparency for **how** the RNM Council will operate
- 3 Better **define the relationship** between the RNM Council and other RNM components and existing structures

## Charter Guiding Principles

- 1) Provide clarity without limiting the Council
- 2) Enable collaborative, but efficient decision making
- 3) Begin with the imperfect - charter will be tested, and updated as initiatives are enacted

## Charter Outline

- A. RNM Council Purpose
- B. RNM Council Roles and Responsibilities
- C. RNM Council Work Plan
- D. Dedicated RNM Support Staff
- E. RNM Council Membership
- F. RNM Council Meetings
- G. RNM KPIs, Evaluation, and Improvement



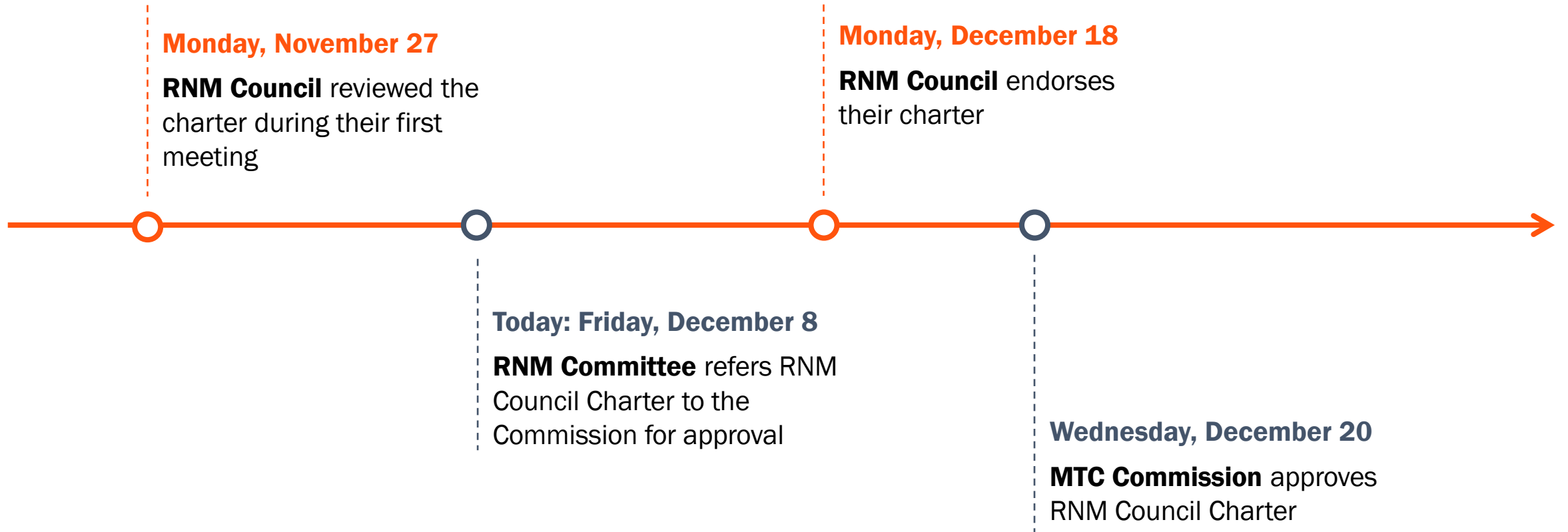
# Current Proposed Voting Structure

- 1) Consensus first:** The RNM Council shall first seek consensus on decisions
- 2) Simple majority:** If consensus can not be achieved, then a simple majority vote shall be taken, and the divergence in positions may be documented to the referring committee.
- 3) One vote per large members:** Large operators plus MTC get one vote each
- 4) Three (3) votes representing small/medium operators:** Small/medium operators select 3 representatives as Council Members, with one vote each
- 5) Subject to review:** The RNM Council voting structure will be reviewed for improvement, at a minimum every 2 years, or if evolution in the Council role warrants.

## Key Takeaways on Voting Structure:

- Easy to understand and implement
- Accounts for differences in population / rider / agency sizes by providing one vote to larger members and consolidated votes to smaller members
- Can help drive clear recommendations and actions from the RNM Council by leveraging a majority vote when needed
- Can be easily modified over time, as needed, but will not get “outdated” as other weighting structures might as circumstances change (e.g., ridership, population)

# RNM Council Charter Next Steps



# **RNM Council Work Plan**

# The RNM Work Plan: Movement Towards Transformation

The Work Plan provides the foundation for the RNM Council to ...



## Promote Partnerships & Perspectives

- Strengthen and build upon collaboration between MTC, transit operators, and other transportation agencies
- Incorporate key customer perspectives and interests of diverse stakeholders



## Communicate the Evolution of Regional Transit and its Accomplishments

- Champion and advocate for regional transit priorities
- Tell the “transit story” by sharing progress and achievements to the public and stakeholders



## Implement Action Plan Priorities

- Elevate initiatives that deliver tangible outcomes for the customer
- Prioritize and identify required resources and funding for the successful delivery of results



## Refine Governance Roles

- Define goals and shape the success of RNM
- Establish new and improved institutional commitments to continuous progressive and long lasting customer focused change in our transit system.

# RNM Council Work Plan Approach & Framework

The RNM Council brings together leadership from transit agencies and MTC to provide executive guidance on regional transit policies and actionable implementation plans in pursuit of the RNM's Mission and Vision.

The **RNM Council FY23-24 & FY24-25 Work Plan** includes items that will benefit from transit agency operational expertise and are generally considered to be of regional importance or interest.

The work plan was developed in coordination with transit operators and is anchored by the desired outcomes of the **Transit Transformation Action Plan**.

## Work Plan Purpose

- 1 Set clear priorities and goals for RNM Council **topics** and **timing**
- 2 Maximize effectiveness of RNM Council meetings and provide a **regional** venue

## Timeline

**Monday, November 27**

**RNM Council** reviewed during their first meeting.

**Today: Friday, December 8**

**RNM Committee** provides additional feedback to be incorporated into the work plan.

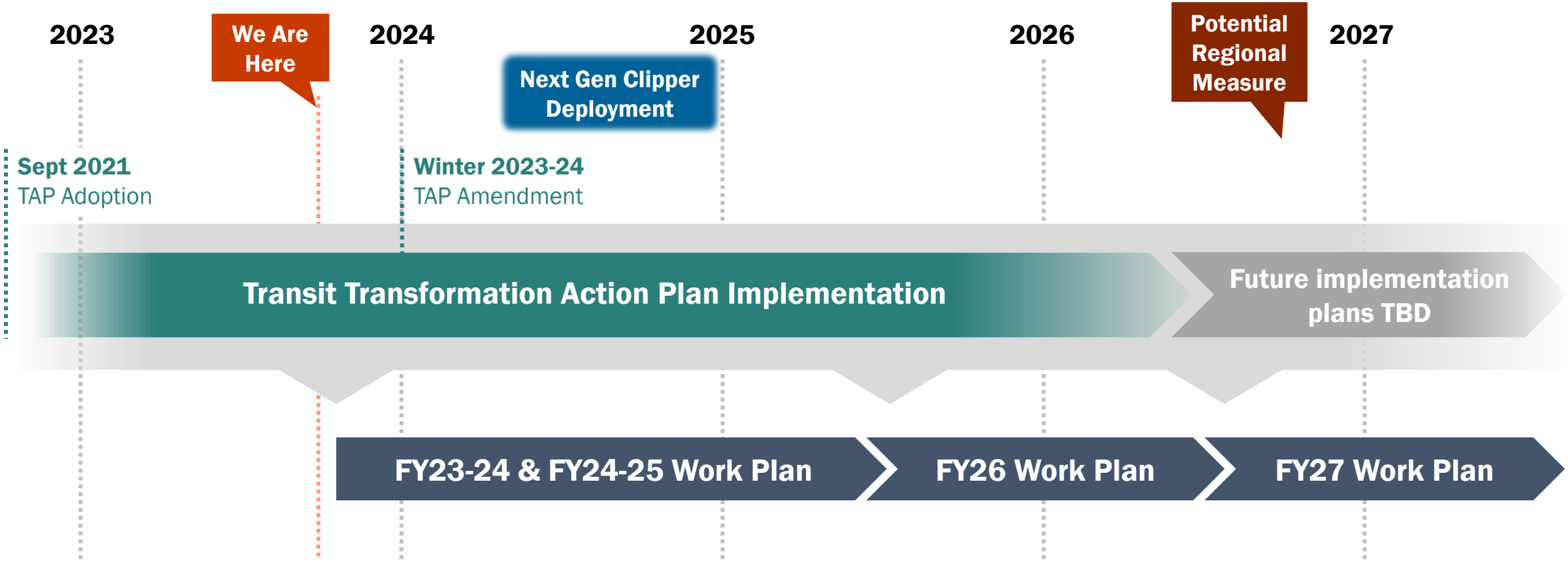
**Monday, December 18**

**RNM Council** acts and approves the work plan.

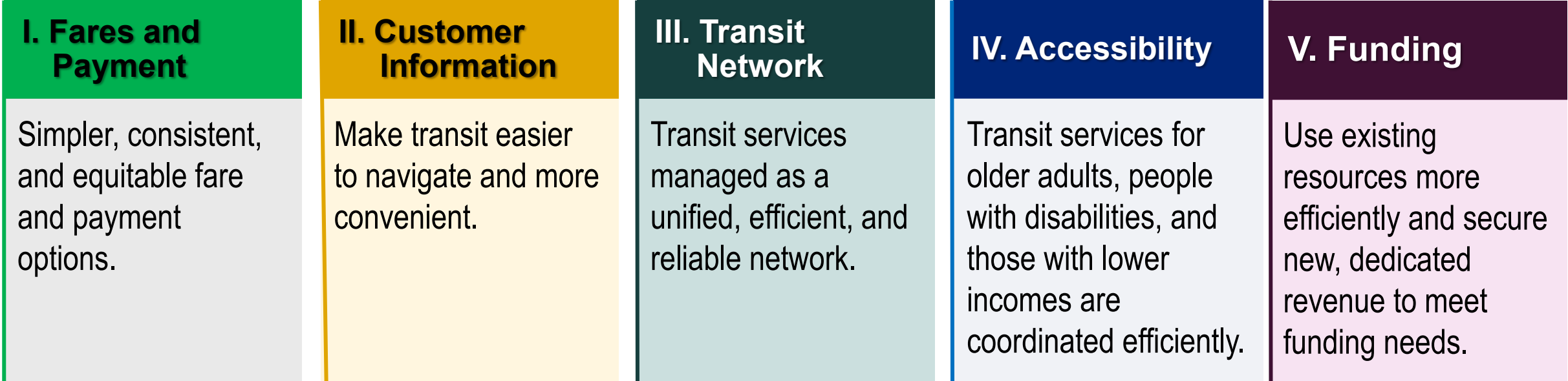
# TAP & RNM Council Work Plan

**Transit Transformation Action Plan:** Near-term implementation plan that identifies immediate next steps to reshape the Bay Area’s transit network. Provides the framework that guides the RNM Council Work Plan.

**RNM Council Work Plan:** Annual (1-1.5 year) work plan that outlines key program milestones, including project updates and decisions requiring RNM Council guidance or input.

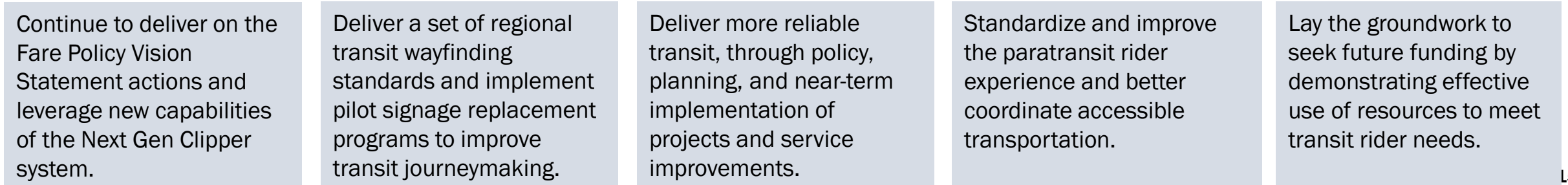


# TAP Desired Outcomes & Work Plan Goals



**FY23-24 & FY24-25  
Work Plan Goals**

*Guided in part by  
Fare Integration Task Force  
and Clipper Executive Board*



# Identifying Actions to Drive Tangible Outcomes for Riders

## Criteria for Inclusion in the RNM Council Work Plan

### *Does this topic...*

- 1) Align with the **mission and vision** of the RNM?
- 2) Require input or action specific to **operator perspectives**?
- 3) Benefit from a forum that facilitates **regional decision-making**?

### The FY23-24 & FY24-25 Work Plan includes actions that:

- Result in **direct benefits** to riders
- Demonstrate **positive change** to policymakers and riders ahead of a potential 2026 regional measure
- Are **guided by the TAP outcomes**, including actions that are:
  - Identified in the TAP (currently underway or identified for acceleration)
  - Not identified in the TAP but currently underway due to improved coordination between transit operators
  - **New** activities that are consistent with TAP outcomes
- Enabled by the existence of the RNM through **accelerated decision making** and regional coordination
- Can be completed by the end of FY24-25 (June 2025)








# RNM Council FY23-24 & FY24-25 Work Plan

## RNM Council Management

- RNM standup activities (Charter, Work Plan, budget, decision-making principles, etc.)
- TAP two-year status update and amendment
- Develop program and benefit KPIs
- Develop FY25-26 Work Plan

## Transit Transformation Action Plan

 <b>Fares &amp; Payment</b>	 <b>Customer Information</b>	 <b>Transit Network</b>	 <b>Accessibility</b>	 <b>Funding</b>
<ul style="list-style-type: none"> <li>• Clipper START</li> </ul> <div style="border: 1px dashed black; padding: 5px; margin-top: 10px;"> <p><i>Currently overseen by the Fare Integration Task Force:</i></p> <ul style="list-style-type: none"> <li>+ <b>Clipper BayPass launch and expansion (e.g. for major events)</b></li> <li>• <i>No-cost/reduced-cost interagency transfers</i></li> <li>• <i>Refine vision for common fare structure for regional transit</i></li> </ul> </div>	<ul style="list-style-type: none"> <li>• Prototypes and pilots for regional mapping &amp; wayfinding signage</li> <li>• Availability and reliability of regional real-time transit data</li> </ul> <ul style="list-style-type: none"> <li>+ <b>Strategic/cohesive communications</b></li> <li>+ <b>Coordinated customer experience surveys</b></li> </ul>	<ul style="list-style-type: none"> <li>• Transit priority implementation (e.g., BusAID)</li> <li>• Regional Transit Priority Policy</li> <li>• Transit 2050+ project performance assessment and network concepts</li> </ul>	<ul style="list-style-type: none"> <li>• Standardize paratransit and Clipper RTC eligibility practices</li> <li>• Improve regional paratransit trips through one-seat ride pilot programs, improved cost-sharing, and enhanced transfer policies</li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Develop strategies to fully fund TAP initiatives</b></li> <li>• Ongoing advocacy for funding</li> </ul>

### Legend

- Ongoing TAP work that creates tangible outcomes for riders
- Ongoing TAP work related to planning and policymaking
- + **New activities**

# RNM Council Work Plan Next Steps

**Monday, November 27**

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**RNM Council** actions and approves the work plan.

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**Ongoing**

**RNM Director** works with **RNM Council** to update/manage work plan.