GOLDEN GATE BRIDGE
HIGHWAY & TRANSPORTATION DISTRICT

Regional Network Management (RNM) Update

Agenda Item No. 5

Short /Near-Term Framework with Proposed 180-Day Implementation Plan and Evaluation Framework

Transportation Committee Meeting
January 26, 2023

Past Update on Regional Transit Network Management

February 2022: Regional Transit Coordination-Improving the Customer Experience

The Region's Transit Operators have Coordinated and Cooperated in Unprecedented Ways During the Pandemic to Improve the Customer Experience

Have Developed a "Can Do" Philosophy Working Together

Transformational Action Plan Will Provide Benefits to Riders

- Initial Concepts of Fare Integration
- Common Look and Feel for Transit Mapping and Wayfinding Signage
- Transit Priority Treatments to Improve Speed and Reliability
- Investigate Governance Options
- Other Smaller Scale Improvements

Regional Network Management Background and Context

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

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**

Network Management Evaluation

The Task Force requested that an independent assessment of network management alternatives be completed prior to the sunset of the Task Force to serve as the foundation for a more in-depth business case evaluation of these alternatives.

As a part of this plan, 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

Network Management Business Case Evaluation Project

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

Origin of the Network Management Business Case Evaluation

Blue Ribbon Task Force for Transit Recovery Problem Statement

Public transit services in the San Francisco Bay Area are operated by 27 agencies, each with its own unique policies, procedures, and operating practices best suited for their immediate service areas and local priorities; and not organized to support customer-friendly, inter-agency travel. Strong collaborative action is needed to restore and grow transit ridership to reach the ambitious targets associated with Plan Bay Area 2050's vision of a more affordable connected, diverse, healthy, and vibrant Bay Area for all.

Network Management Business Case Advisory Group

In September 2021, MTC established a 14-member "Advisory Group" to guide and review the analysis and recommendations as well as provide periodic updates to the Commission

The Advisory Group met eight times from January 2022 through December 2022 and was an active participant in the evaluation process

Business Case Evaluation Purpose

Assess and recommend a preferred regional network management framework to achieve near-term and longer-range transit mobility goals

MTC Commission Actions

1. Select Business Case Evaluation Consultant *(completed)*
2. Final Action on Consultant Recommendations *(Feb 2023)*

Network Management Business Case Advisory Group

Purpose

- Established in September 2021 to guide and review the Business Case analysis and recommendations
- Business Case Evaluation: Assess and recommend a preferred regional network management framework to achieve near-term and longer-range transit mobility goals

Term

- January to December 2022
- Eight meetings during that timeframe

Composition

Seven Transit Agency Representatives with Seven Stakeholder Representatives

Transit Agency Representatives

Denis Mulligan (Chair), GGBHTD
Michelle Bouchard, Caltrain
Bill Churchill, County Connection
Carolyn Gonot, VTA
Michael Hursh, AC Transit
Bob Powers, BART
Jeff Tumlin, SFMTA

Stakeholder Representatives

Alicia John-Baptiste (Vice-Chair), SPUR
Christine Fitzgerald, SVILC
Adina Levin, MTC Policy Advisory Council
James Lindsay, ATU
Therese McMillan, MTC
Suzanne Smith, SCTA
Jim Wunderman, Bay Area Council

Narrowing Down the Functional Areas to be Examined in the Business Case Analysis

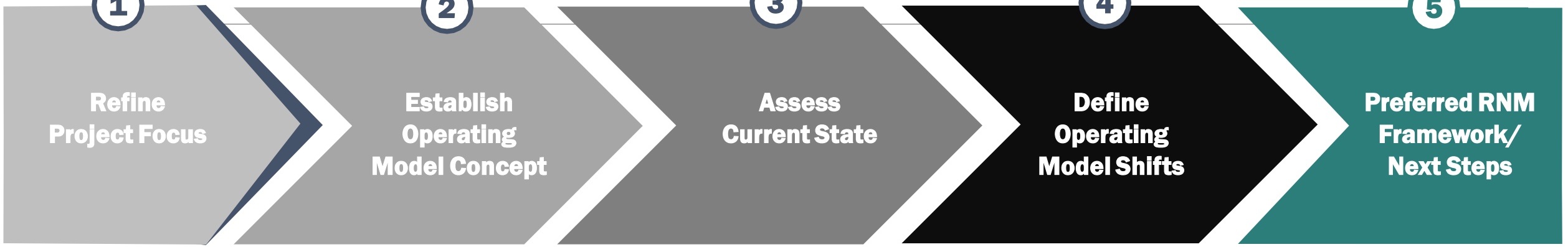
The 27 Areas of Interest from the BRTFTR Were Narrowed Down to Six Priority Areas for Ease of Analysis in the Business Case Examination:

- Fare Integration and Policy
- Wayfinding and Mapping
- Bus Transit Priority
- Connected Network Planning
- Accessibility
- Rail Network Management

The remaining 21 areas of interest will be addressed in future phases

Regional Network Management Business Case Evaluation Approach

We are here



- Review previous work product
- Define the six areas of examination
- 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, and governance that oversee the six areas of examination
- Document findings and convert into usable format for gap analysis and recommendations

- Highlight specific areas where operating model shifts could be beneficial in the future state
- Identify interdependencies and risks across the areas that require further consideration or mitigation

- **Reconcile findings across the six areas and incorporate remaining functional areas**
- **Recommend preferred RNM Framework and provide a set of actionable next steps**

Proposed Regional Network Management Guiding Statements

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

The Business Case Evaluation Explored Benefits That Might Accrue from a Regional Approach

Across an array of transit operator roles and activities, the business case evaluation asked, will regionalizing these activities improve customer experience and/or unlock efficiencies and be feasible?

1 Improve the customer experience

Examples:

- Reduce travel times
- Improve equity
- Simplify the user interface
- Enhance accessibility
- Increase affordability

and / or

2 Unlock efficiencies

Examples:

- Enable sharing of costs
- Generate economies of scale
- Reduce time spent on coordination activities
- Reduce duplicative efforts / activities
- Enable / attract funding

and

3 Be feasible

Such as:

- Is not cost prohibitive
- Within achievable legal / regulatory limitations
- Agency has path to authority, where required
- Is operationally possible

Takeaways from Initial Assessment of Regional Transit 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 Bus Transit Priority 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 Management

- 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 Connected Network Plan
- Establish and create data tools for regional planning
- Identify funding priorities and establish service standards
- Draft changes to Countywide Transportation Plan guidelines, as needed

Key Takeaways

1) **Regional Role:** Regional entity will set the vision, make select funding decisions, develop the regional policies, create implementation plans, and implement regional programs (as needed) by coordinating stakeholders
2) **Operator Role:** Operators will be highly involved in regional decision making, provide local stakeholder perspectives / needs, and implement regional policies
3) **RNM Framework:** RNM Framework will need to be designed to facilitate the effective and efficient interplay of these two roles

To address these challenges, the RNM should have three key elements

Regional Visioning Element

MTC RNM Committee: 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

"Voice of the Customer" Advisory Committee: Group of stakeholders who represent the customer and can help inform decision-making with the customer in mind

Steering Element

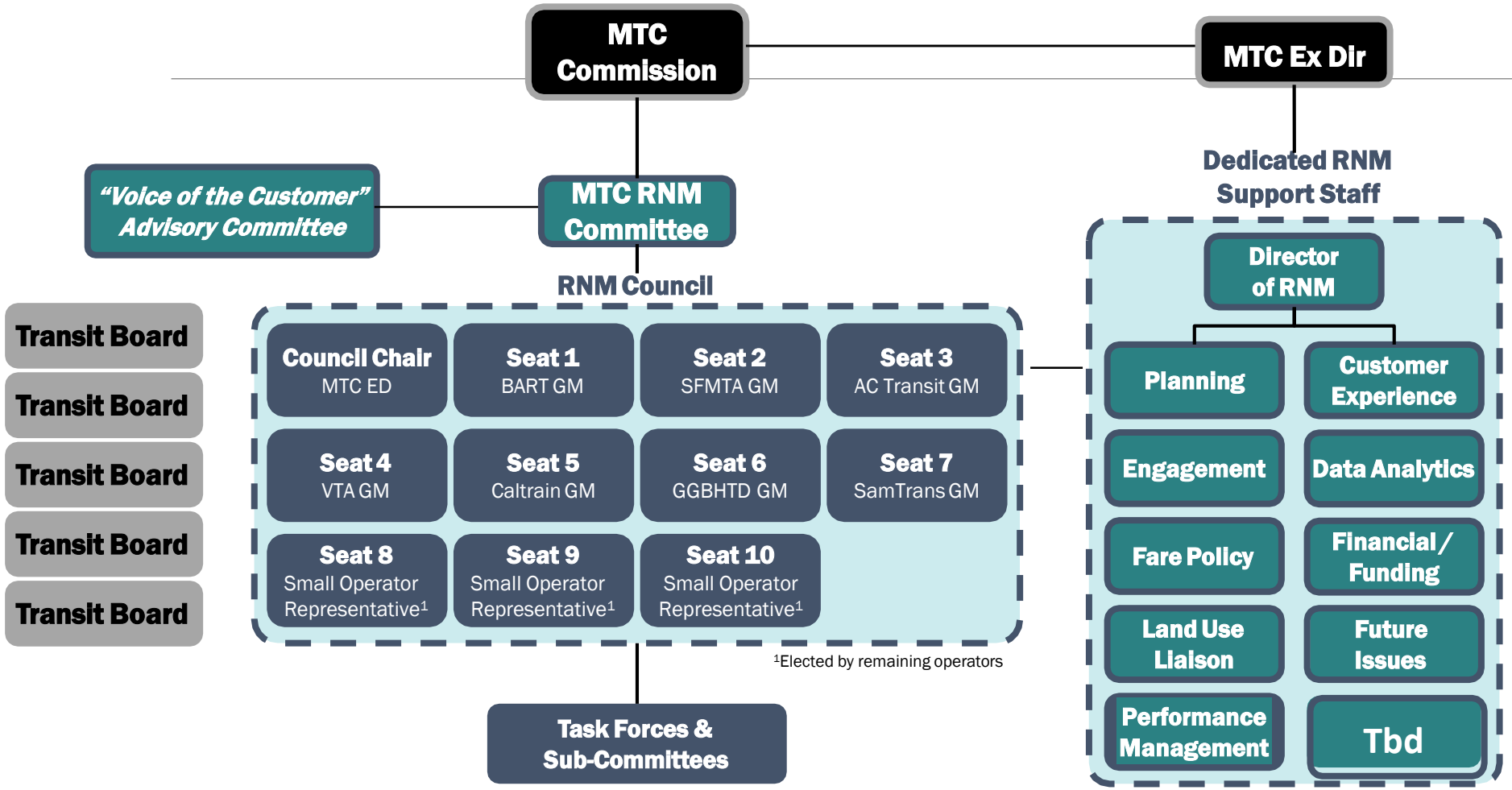
RNM Council: Council comprised GM-level Operator and MTC representatives who understand transit operations and can represent the interests of their stakeholders, make critical decisions on regional polices, and provide leadership

Administrative / Operational Element

Dedicated RNM Support Staff: Group of dedicated staff (potential opportunity for seconded staff as well) with a broad range of capabilities and expertise to support the operations and analysis of the RNM

Task Forces & Sub-Committees: Temporary (Task Forces) or longer-term (Sub-Committees) groups comprised a broad range of representatives, including Operators, stakeholders, and subject matter experts, that will help complete analysis and develop policy recommendations / options for topics

Recommended Short / Near-Term RNM Structure



✓ **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

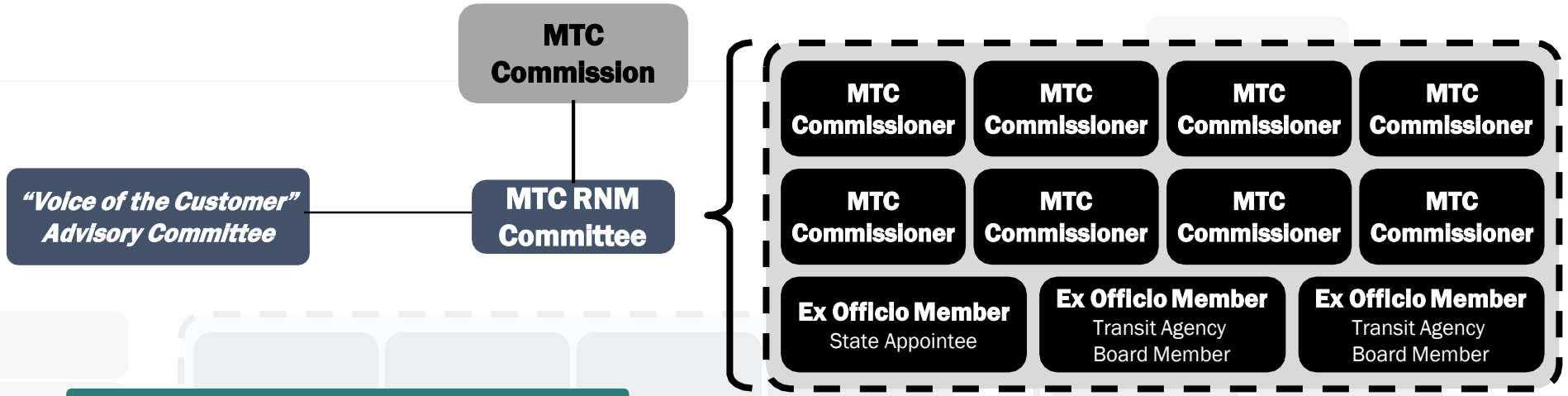
✓ **Structured for Scale:**

- 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

Relationship of RNM Committee to the MTC Commission



- Similar to how MTC is structured today, this is not intended to be an extra layer, but a focused group of individuals from MTC who can help drive progress (MTC has similar existing committees)
- 8 voting seats for Commission Members
- 2 non-voting seats for transit agency board members
- 1 non-voting seat for a state appointee

Proposed RNM
Voice of the 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

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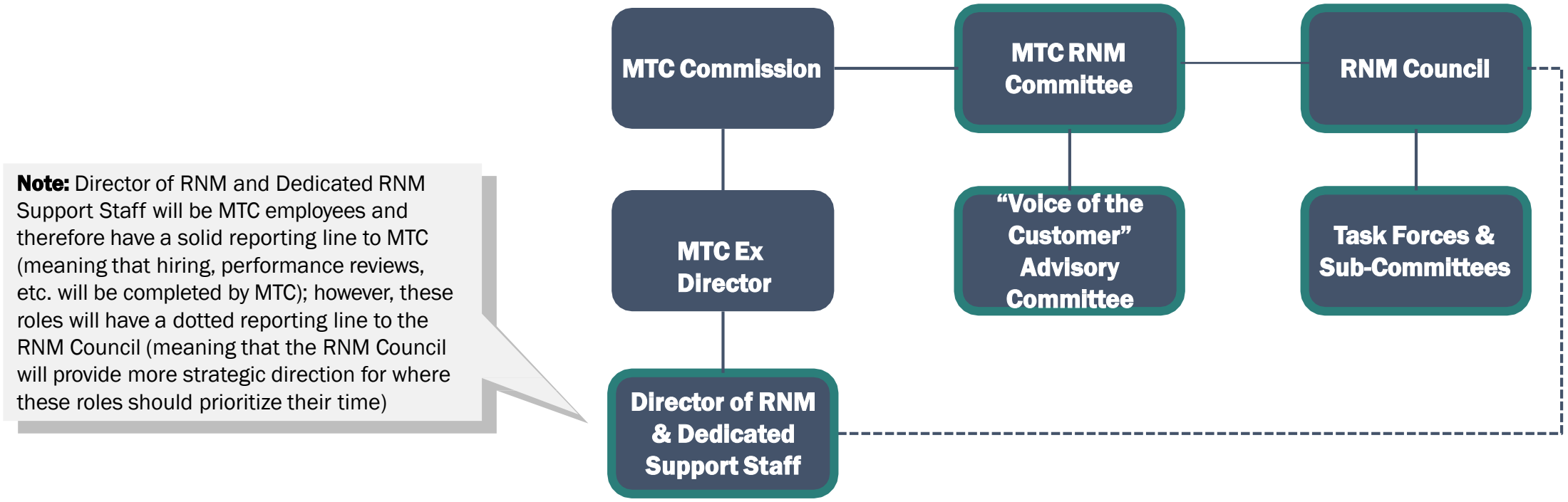
Where the RNM Would Sit (Short / Near-Term)

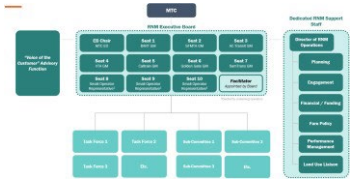


Note: Director of RNM and Dedicated RNM Support Staff will be MTC employees and therefore have a solid reporting line to MTC (meaning that hiring, performance reviews, etc. will be completed by MTC); however, these roles will have a dotted reporting line to the RNM Council (meaning that the RNM Council will provide more strategic direction for where these roles should prioritize their time)

How the Operating Model will Drive Long-Term Evolution of the RNM

Note: To support continuous improvement, KPIs will be established at creation to track RNM performance and a formal review of the RNM framework will be conducted 2 years after creation by MTC

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

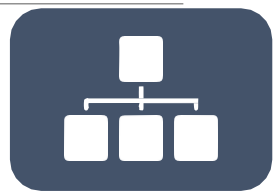
Refine Processes & Enhance Incentives

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



2023 — 0-3 Years — 2026 — 3-10 Years

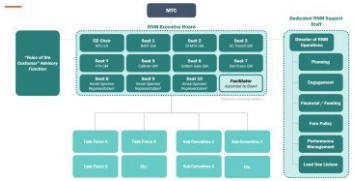
Note: Illustrative

Using Metrics & KPIs to Measure Progress

Benefits KPIs | Have commute times changed? Are more accessibility options now open to the public?

Program KPIs | What is the average schedule performance of priority initiatives – how many are behind/ahead/on-time? are there any existing RNM vacancies?

Short / Near-Term RNM Framework



Establish Leadership & Scale Roles

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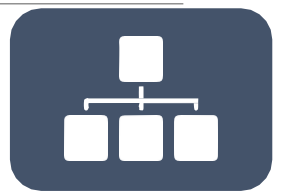
Long-Term RNM Framework



Overall Progress | Every 2 years, the KPIs should be revisited and refined based on point in the operating model journey – e.g., as regional tools/tech become focus should measures such as rollout and adoption be integrated?

Estimated Initial Budget to Stand Up the RNM

Role	Quantity	Fully Loaded Staff Costs[1]	Total
Director of RNM	1	$600k	$600k
Dedicated Staff Members	2-3	$350k - $500k	$700k - $1.5m
			$1.3m - $2.1m

Note: these values are for incremental personnel and would be in addition to those currently working in similar capacities at MTC and Transit Agencies

[1]Source: Fully loaded rates (salaries, benefits, and overhead) from MTC

MTC Staff recommends advancing Near-Term RNM with refinement in three areas

Implementation Timeline

Be ambitious but acknowledge transitions: Tie beginning of Implementation Plan (IP) with having new Commission leadership and Executive Director (ED) in place. Approve IP in late March (or late *April*) with launch reset to April 1 (*or May 1*). *Timing to be confirmed based on ED selection timeline.*

Strategic alignments for budget and organizational changes: Revise 180-Day 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: Consider a small off-the-top contribution from State Transit Assistance Revenue and Population-Based (~1% or $3 million) to share contributions equitably toward RNM. More information and analysis to be provided in coming month.

Strategic Committee Considerations

Confirm overall approach on committees: Does the Visioning, Steering and Voice of the Customer committee approach resonate with the Commission for Near-Term RNM success

RNM Committee: Consider unique recommendation to add ex-officio transit board representatives on MTC Committee; consider whether to create a new Committee or repurpose existing Committee (e.g. Operations) to RNM with non-relevant items being re-assigned to another standing committee

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