



375 Beale Street, Suite  
800  
San Francisco, CA 94105

## Meeting Agenda

### Network Management Business Case Advisory Group

*Denis Mulligan, Chair*

*Alicia John-Baptiste, Vice-Chair*

*Michelle Bouchard, Bill Churchill, Christine Fitzgerald,  
Carolyn Gonot, Michael Hursh, Adina Levin, James Lindsay,  
Therese McMillan, Bob Powers, Suzanne Smith,  
Jeff Tumlin, Jim Wunderman*

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Monday, September 12, 2022

1:00 PM

REMOTE

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The Network Management Business Case Advisory Group is scheduled to meet on Monday, September 12, 2022 at 1:00 p.m., in the Bay Area Metro Center (Remotely). In light of Governor Newsom's State of Emergency declaration regarding COVID-19 and in accordance with Assembly Bill 361's (Rivas) provisions 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 committee, commission, or board members.

The meeting webcast will be available at

<https://mtc.ca.gov/whats-happening/meetings/live-webcasts>.

Members of the public are encouraged to participate remotely via Zoom at the following link or phone number:

Attendee Link: <https://bayareametro.zoom.us/j/81364284677>

Or iPhone one-tap: US: +13462487799,,81663247684# or +16699006833,,81663247684#

Or Join by Telephone: (for higher quality, dial a number based on your current location) US:

+1 408 638 0968 or +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799 or

+1 312 626 6799 or +1 646 876 9923 or +1 301 715 8592 or

877 853 5247 (Toll Free) or 888 788 0099 (Toll Free)

Webinar ID: 813 6428 4677

International numbers available: <https://bayareametro.zoom.us/j/81364284677>

Detailed instructions on participating via Zoom are available at:

<https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom>. Committee members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial "\*9". In order to get the full Zoom experience, please make sure your application is up to date.

Members of the public may participate by phone or Zoom or may submit comments by email at [info@bayareametro.gov](mailto:info@bayareametro.gov) by 5:00 p.m. the day before the scheduled meeting date. Please include the committee or board meeting name 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.

## 1. Roll Call / Confirm Quorum

*A Quorum of this Advisory Group shall be a majority of its voting members (8)*

## 2. Chair Comments

## 3. Consent Calendar

### 3a. [22-1387](#) Minutes of the June 6, 2022 Meeting

**Action:** Approval

**Attachments:** [Minutes of the June 6, 2022 Meeting](#)

## 4. Regional Network Management Updated Evaluation Methodology

*Updated evaluation methodology to focus on current + future state assessment in 6 representative functional areas and operating model framework, schedule and deliverable update.*

### [22-1388](#) Regional Network Management Updated Evaluation Methodology

**Action:** Information

**Presenter:** Therese McMillan - MTC

**Attachments:** [Item 4 Presentation](#)

## 5. Evaluation Methodology – Proof of Concept Review

*Preview of work to be conducted using (1) Fare Integration Policy and (2) Mapping and Wayfinding as 'pilot' areas.*

*Discussion will focus on:*

- *What the operating model framework is and how it will be used*
- *Tangible examples of operating model applied to the two areas called out above*
- *Discussion on how to extend to remaining areas and what to expect in deliverables*

### [22-1389](#) Evaluation Methodology - Proof of Concept Review

**Action:** Information

**Presenter:** Consultant Team

**Attachments:** [Item 5 Presentation](#)

## 6. Public Comments / Other Business

### [22-1478](#) Public Comments

**Attachments:** [Comment Letter Re: Methodology Change for NMBC](#)

## **7. Chair Closing Remarks**

*Chair Mulligan*

## **8. Adjournment / Next Meeting**

*The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, October 17, 2022 at 10:00 a.m. remotely and by webcast as appropriate. 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](http://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 Título 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.

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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.



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 22-1387      **Version:** 1      **Name:**

**Type:** Action Item      **Status:** Consent

**File created:** 8/25/2022      **In control:** Network Management Business Case Advisory Group

**On agenda:** 9/12/2022      **Final action:**

**Title:** Minutes of the June 6, 2022 Meeting

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Minutes of the June 6, 2022 Meeting](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
Minutes of the June 6, 2022 Meeting

**Recommended Action:**  
Approval

**Attachments:**



## Meeting Minutes - Draft

### Network Management Business Case Advisory Group

*Denis Mulligan, Chair*

*Alicia John-Baptiste, Vice-Chair*

*Michelle Bouchard, Bill Churchill, Hayley Currier,  
Carolyn Gonot, Michael Hursh, Adina Levin, James Lindsay,  
Therese McMillan, Bob Powers, Suzanne Smith,  
Jeff Tumlin, Jim Wunderman*

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Monday, June 6, 2022

1:00 PM

REMOTE

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#### 1. Roll Call / Confirm Quorum

Laura Tolhoff acted as a delegate and voting member of the Advisory Group in place of Alicia John-Baptiste. Actions noted below as "John-Baptiste" were taken by Laura Tolhoff.

Jim Lawson acted as a delegate and voting member of the Advisory Group in place of Carolyn Gonot. Actions noted below as "Gonot" were taken by Jim Lawson.

**Present:** 13 - Member Hursh, Member Powers, Member Bouchard, Member Mulligan, Member Tumlin, Member Gonot, Member McMillan, Member Levin, Member Lindsay, Member Wunderman, Member Smith, Member John-Baptiste, and Member Churchill

**Absent:** 1 - Member Currier

#### 2. Chair Comments

#### 3. Consent Calendar

[22-1033](#) Minutes of the May 2, 2022 Meeting

**Action:** Approval

**Attachments:** [Minutes of the May 2, 2022 Meeting](#)

**Upon the motion by Member Smith and second by Member McMillan, the Consent Calendar was unanimously approved. The motion carried by the following vote:**

**Aye:** 13 - Member Hursh, Member Powers, Member Bouchard, Member Mulligan, Member Tumlin, Member Gonot, Member McMillan, Member Levin, Member Lindsay, Member Wunderman, Member Smith, Member John-Baptiste and Member Churchill

**Absent:** 1 - Member Currier

#### 4. Business Case Evaluation Methodology and Models

[22-1034](#) Business Case Evaluation Methodology and Models

**Action:** Information

**Presenter:** VIA - A Perkins Eastman Studio

**Attachments:** [Item 4 Presentation](#)

#### 5. Draft Evaluation Criteria and Process

[22-1035](#) Draft Evaluation Criteria and Process

**Action:** Information

**Presenter:** VIA - A Perkins Eastman Studio

**Attachments:** [Item 5 Presentation](#)

#### 6. Chair Closing Remarks

#### 7. Public Comments / Other Business

The following individuals spoke on this item:

Frank Welte;

Ian Griffith, Seamless Bay Area;

Rick Nahass;

George Spies;

Theresa Pedrosa, SSCC President;

Richard Hedges; and

Wendi Kallins.

[22-1036](#) Public Comments

#### 8. Adjournment / Next Meeting

The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, July 25, 2022 at 1:00 p.m. remotely and by webcast as appropriate. Any changes to the schedule will be duly noticed to the public.



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 22-1388      **Version:** 1      **Name:**

**Type:** Report      **Status:** Informational

**File created:** 8/25/2022      **In control:** Network Management Business Case Advisory Group

**On agenda:** 9/12/2022      **Final action:**

**Title:** Regional Network Management Updated Evaluation Methodology

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Item 4 Presentation](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
Regional Network Management Updated Evaluation Methodology

**Presenter:**  
Therese McMillan - MTC

**Recommended Action:**  
Information

**Attachments:**





# Network Management

ADVISORY GROUP MEETING,  
SEPTEMBER 12 2022  
1:00 - 3:00 PM

Agenda Item 4 Presentation

# What we heard – *focus on the RNM outcomes and let findings drive operating model choices*

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Extend approach to reflect challenging circumstances (COVID recovery) on transit operations, set in place an adaptable framework for future improvement with focus on priority near term initiatives.

## **Project Objective**

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***“...select a preferred alternative structure(s) for Regional Network Management (RNM) and recommend next steps to achieve implementation.”***

## **Re-Focus**

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**Assess benefits/costs for **six functional areas** identified in the BRTF and consider full list more broadly to evaluate Regional Network Management role.**

**Based on this assessment, recommend Regional Network Management Framework and subsequent implementation actions.**

# Six Representative Functional Areas were selected

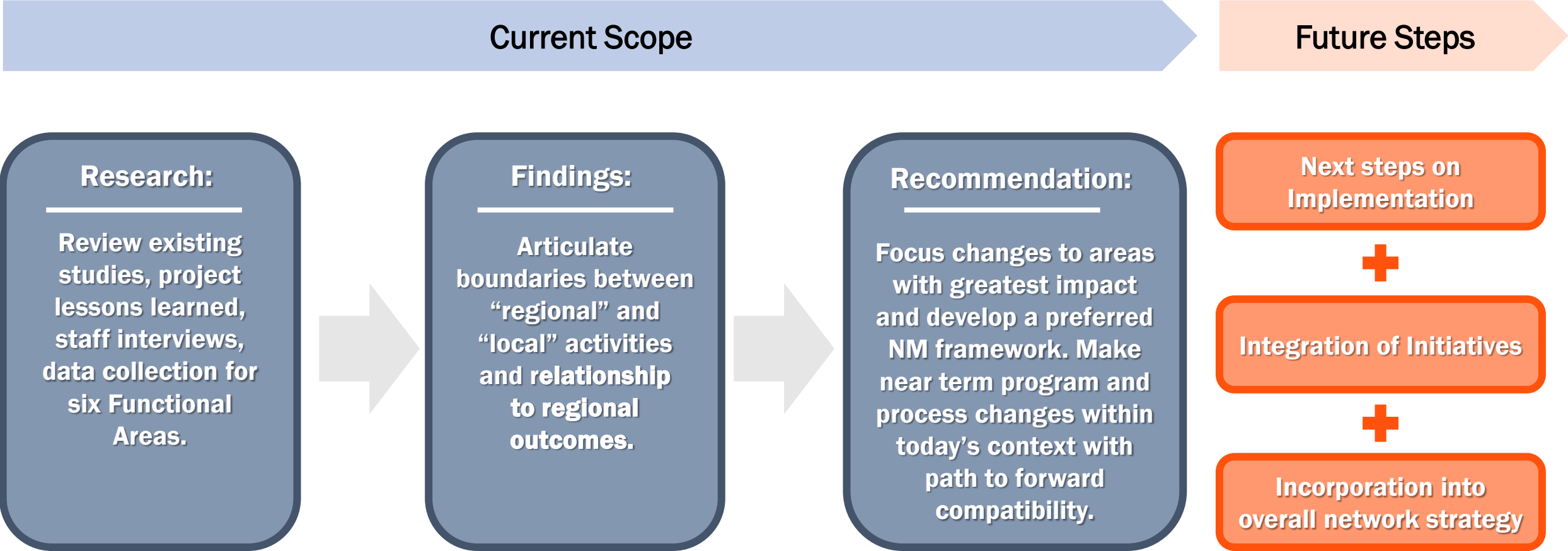
## Universe of Roles and Responsibilities

- Marketing/Public Information
- Branding, Mapping and Wayfinding
- Centralized Program Eligibility
- Accessible Services (including Paratransit)
- Technology and Mobile Standards (Real Time Info)
- Data Collection and Coordination
- Station Hubs
- Fare Integration/Policy
- Funding
- Connected Network Planning
- Rail Network Management
- Bus Network Management
- Bus Transit Priority
- Capital Project Prioritization

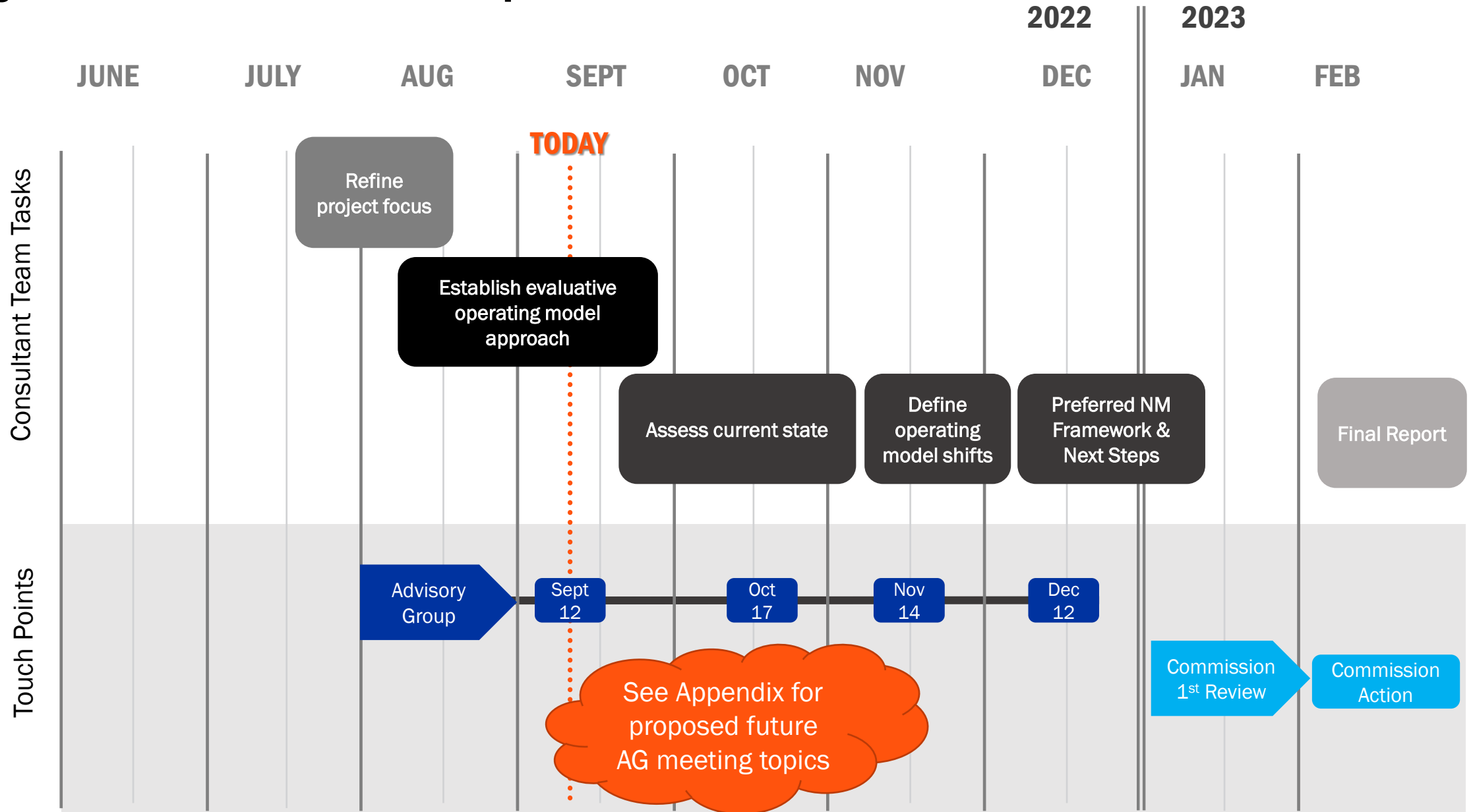
## Select Roles and Responsibilities

- Fare Integration Policy
- Wayfinding & Mapping
- Bus Transit Priority
- Accessible Services (including Paratransit)
- Rail Network Management
- Connected Network Planning

# The Re-focus continues MTC's Transformative Transit Approach



# Project Schedule & Touchpoints



# Questions?

**Does anyone have concerns with the updated evaluation methodology or the rationale for doing so?**



# Metropolitan Transportation Commission

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## Legislation Details (With Text)

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**File #:** 22-1389      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Informational  
**File created:** 8/25/2022      **In control:** Network Management Business Case Advisory Group  
**On agenda:** 9/12/2022      **Final action:**  
**Title:** Evaluation Methodology - Proof of Concept Review  
**Sponsors:**  
**Indexes:**  
**Code sections:**  
**Attachments:** [Item 5 Presentation](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
Evaluation Methodology - Proof of Concept Review

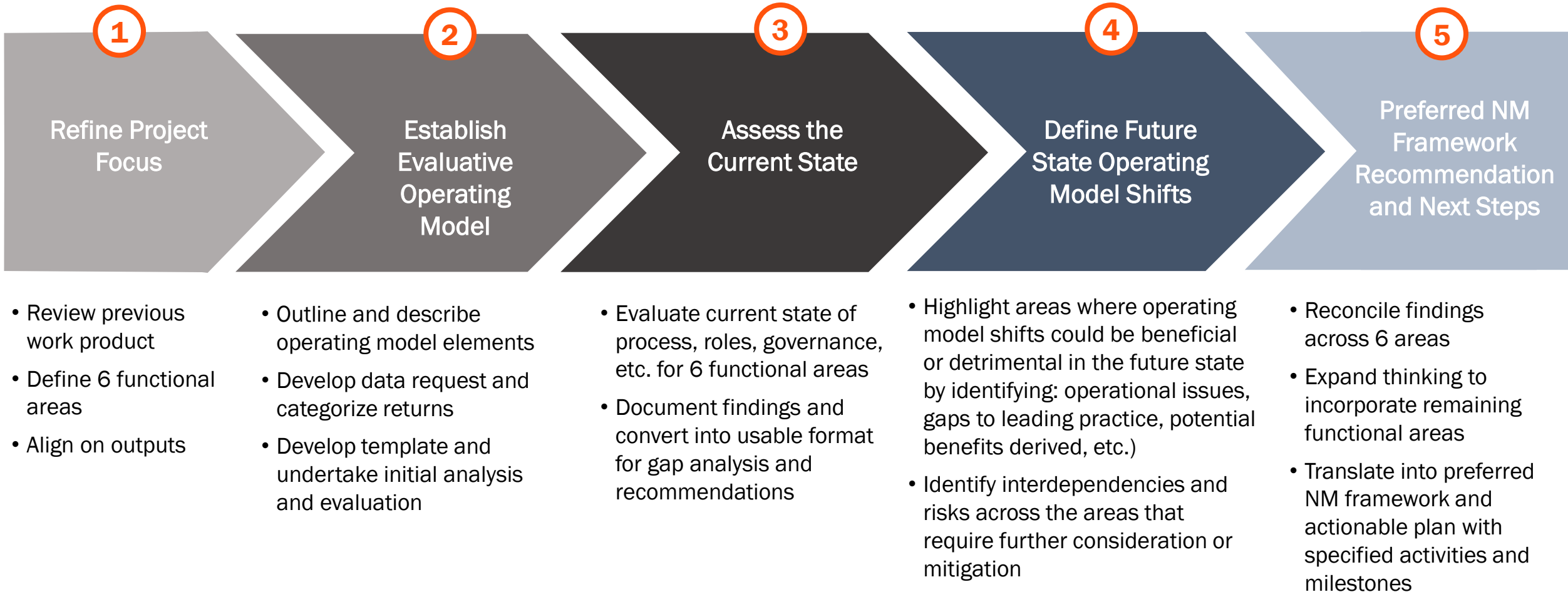
**Presenter:**  
Consultant Team  
**Recommended Action:**  
Information

**Attachments:**

# The Operating Model Proof of Concept



# High-Level Approach and “Proof of Concept”



Today's Focus

# Proof of Concept | Representative Areas First

We are leveraging this revised method to quickly provide a 'proof of concept' in 2 areas with rich programmatic detail: this can help us test the method and hone in on appropriate level of analysis and rigor

## Current State

### Six Representative Areas Identified

Wayfinding

Fare Integration Policy

Accessibility

Bus Transit Priority

Rail Network Management

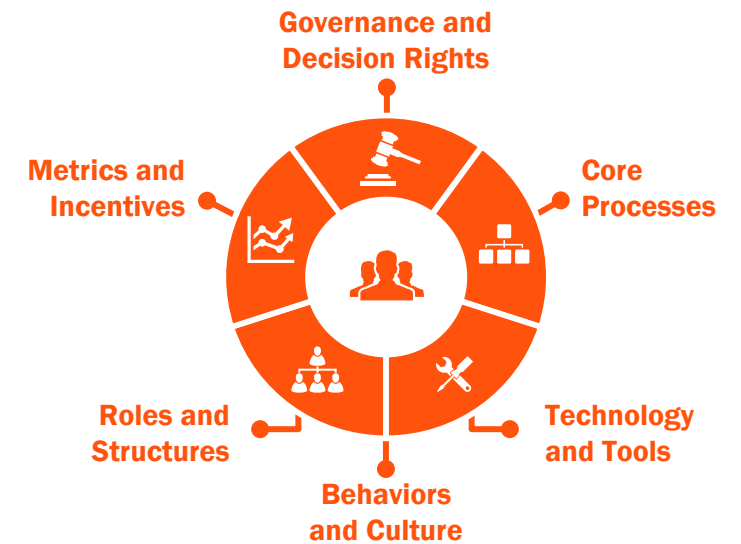
Network Planning

### Define Accountability for Functional Areas

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

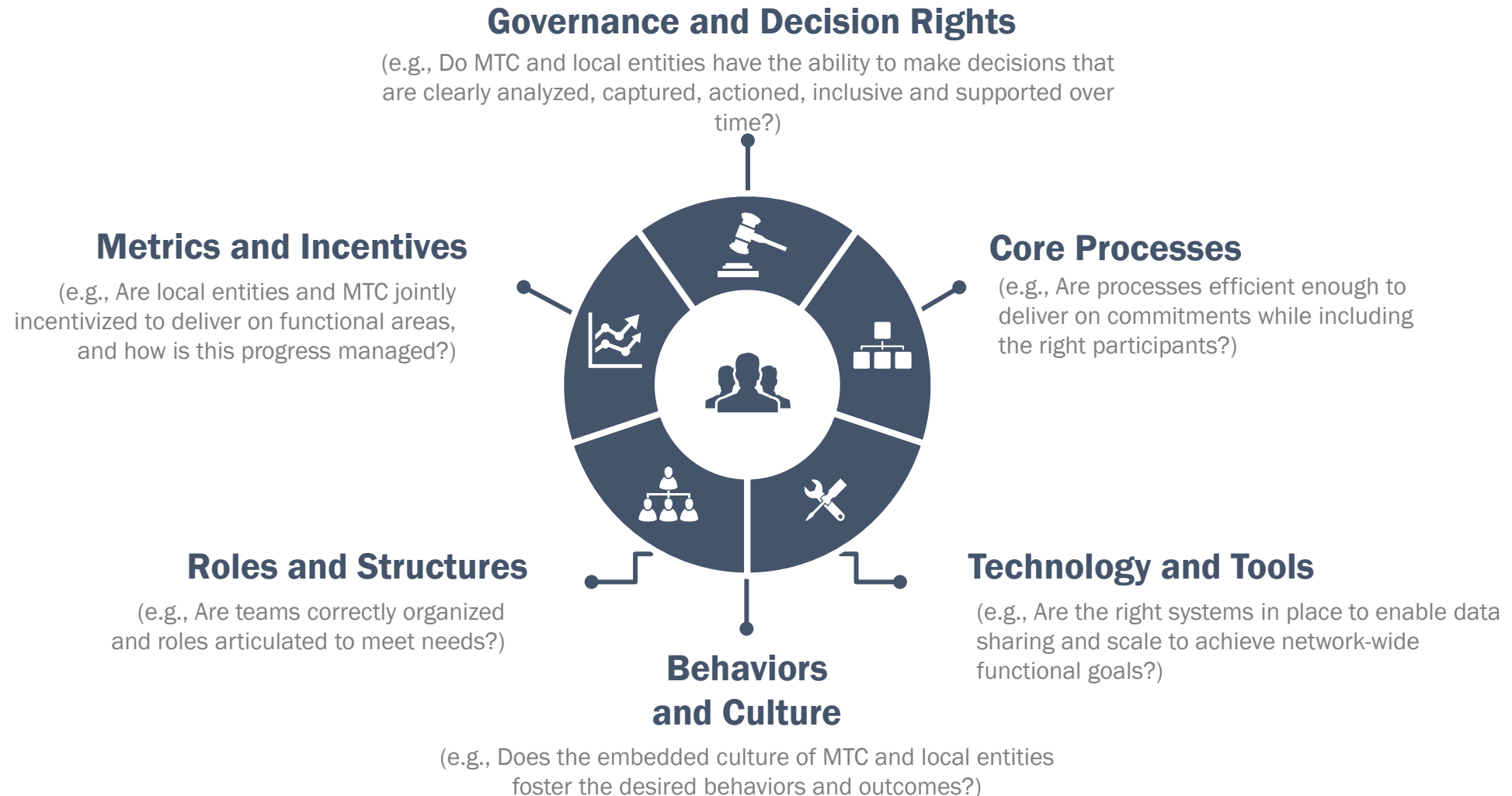
## Today's Focus - Testing the Theory through a Proof of Concept

### Design the Future Operating Model



# Operating Model Framework

Our analysis will leverage KPMG's Operating Model Framework, providing a structured way of identifying the elements most needed to enhance regional operations



# Operating Model Framework

To provide an example of this in practice, we will utilize the “Proof of Concept” highlighting specific areas where decision rights, roles/accountabilities, and process intersect to provide better or worse outcomes

## Governance and Decision Rights

(e.g., Does MTC and local entities have the ability to make decisions that are clearly analyzed, captured, actioned, and supported over time?)



## Core Processes

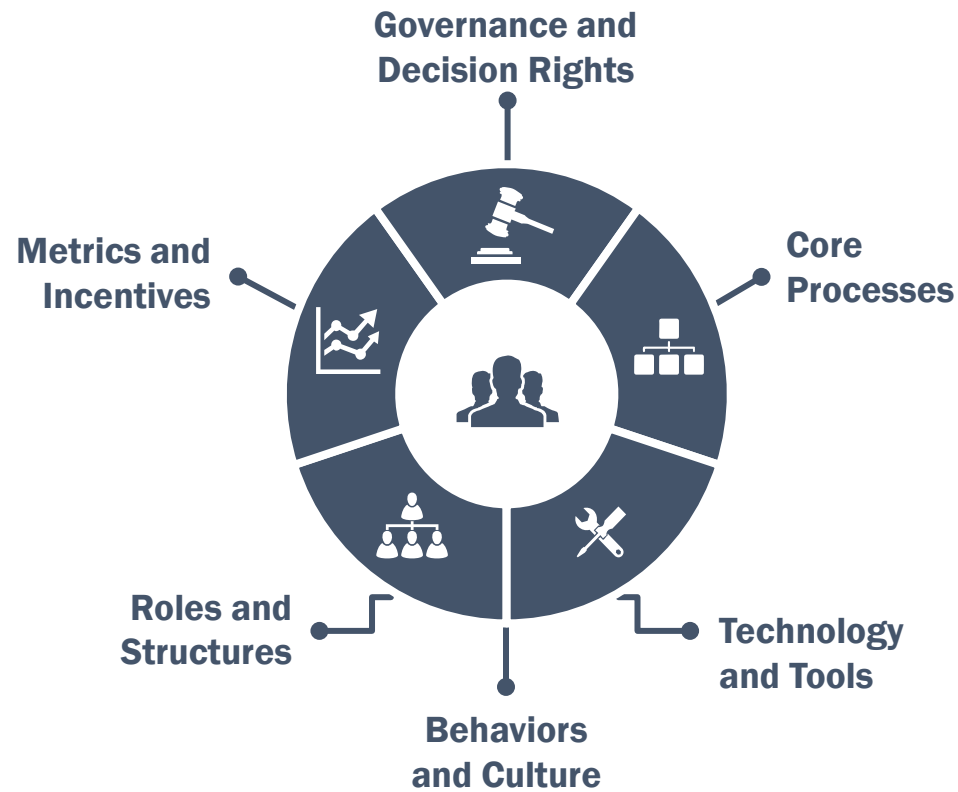
(e.g., Are processes efficient enough to deliver on commitments while including the right participants?)

## Roles and Structures

(e.g., Are teams correctly organized and roles articulated to meet needs?)

# Operating Model Framework

We believe that for the network to be successful as a whole, implementing a new operating model will need to take place incrementally, evolving over time in response to targeted feedback



## Near-term

*“Get the Ball Rolling”*

Clarified NM roles under current authorities

Minimal ‘new’ spend to support changes

Highlights quick win initiative areas with biggest opportunities

Limited change management and behavioral support

## Med/Longer-term

*“Deepen & Sustain Change”*

All potential change types fully considered

Costed, incremental funding identified

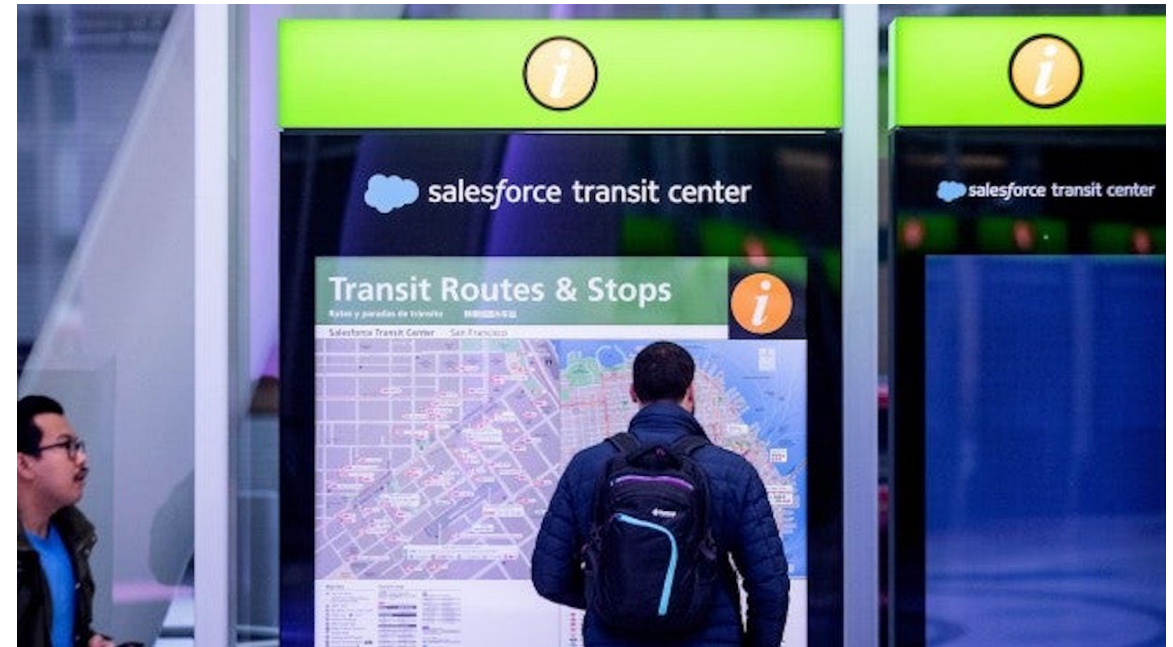
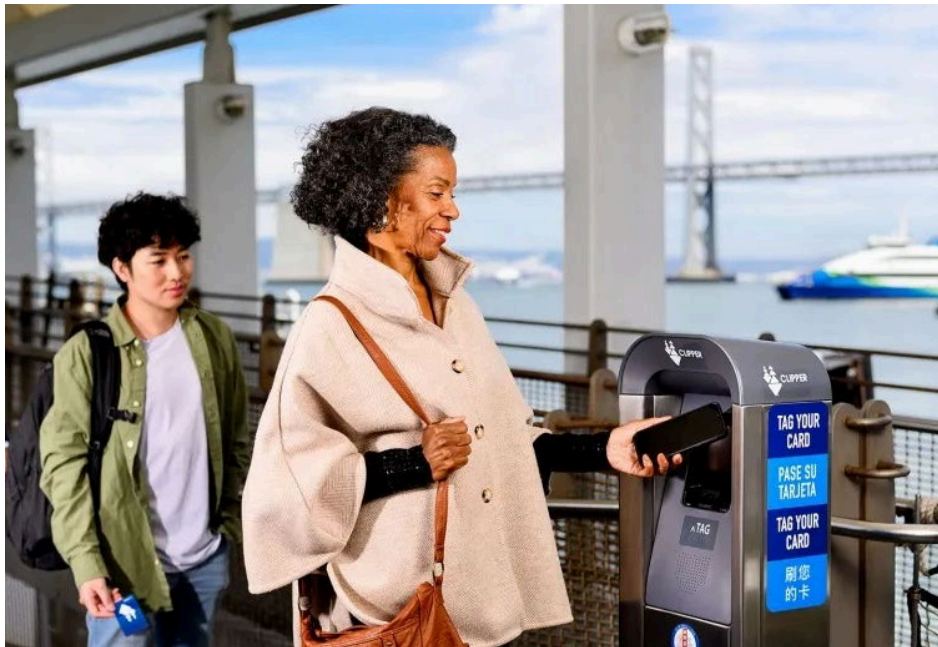
Programmatically prioritizes, establishes, and executes initiatives

Full integration of change management and comms efforts

# Proof of Concept

## Purpose:

- Walk through methodology using two "pilot" Functional Areas
- Inputs for example findings: interviews/group discussions, existing studies, and existing data/analytics from MTC and other bodies.



# Goals and Benefits

By enhancing network management, we can bring about...?

## Sample Benefits: Fare Integration and Wayfinding

### Customer Benefits

*End-State goal for customers*

#### Fare Integration

*How and what a customer will pay to use the transit system and how fare revenue is collected and distributed*

- Ridership growth at a lower cost (between \$2.39 to \$2.84 per new rider) than other investments, including service enhancement and expansion.
- Up to \$340 million in socio-economic value
- Yield an average fare reduction between 30% and 35% for approximately 20% to 25% of riders. (Source: Fare Integration Business Case)

### Network Management Benefits

*Region's improved ability to achieve goals*

**DRAFT**

- Faster decision-making leading to earlier implementation of Tier 3 (and 4) goals
- Timely development, approval, and implementation of Fare Policy Vision
- Consistent procedures and eligibility requirements for fare discounts – lower administration costs overall

#### Wayfinding

*Information travelers use to plan and navigate their journey including maps, schedules, travel times, and updates*

- Improved navigability of the system
- Consistent customer experience
- \$2.60 in benefits for every dollar spent achieving Tier 3 wayfinding

- Faster development, approval and deployment of regional standards – reduces admin/coordination costs
- Improved adherence to regional standards
- Reduced capital costs due to centralized procurement

# Defining Accountability and Responsibility

We use a RACI Matrix to clarify Accountability and Responsibility across organizational scope, to enable effective operations and sufficient coverage of all required functions.

## Typical Decision Right Roles

- The entity that **executes an activity**
- “R” activities and decisions may be shared across multiple entities

- The entity that needs to be informed after a decision is made or an action is taken
- **Receiver** of one-way communication



- The entity that is ultimately accountable and **makes the decision**
- Only one entity per “A” decision

- The entity that needs to be consulted before a decision is made
- Has the capability, **knowledge or resources to support** the decision

Roles do not exist in silos - all roles have an obligation to work together to ensure continued progress



# Testing the Methodology through a Proof of Concept

Starting with a program-level view, we developed an activity breakdown along with underlying actions and assigned respective responsibilities & accountabilities as they *currently* exist

Fare Integration Program Level	Process & Activity Areas			Operator	MTC	Operator	MTC	Source	Additional sources
	Level 1	Level 1 Accountability	Level 2 (What are the high level activities for each?)	Who is responsible for the deliverable?		Who is accountable for the deliverable?		How do we know this?	
Planning & Program Development	Develop and communicate region wide vision	MTC	Define the region-wide vision, objectives and benefits.		R		A	Operators / MTC	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
			Review region-wide vision and provide input/feedback to MTC	R		A		MEETING_Network Management Next Steps, MTC & BART, 08/18/22	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
			Develop draft for region-wide vision		R		A		
			Define criteria and requirements for user research in template, provide to operators.		R		A	DOCUMENT_MTC Policy Vision Statement	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
			Develop communication and stakeholder engagement plan.		R		A		
			Conduct research on ridership/system users	R		A			
			Conduct operator-specific stakeholder engagement	R	R	A		DOCUMENT_MTC Policy Vision Statement	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
			Support operators with stakeholder engagement		R		A	LS/AP RNM Accountabilities Breakdown XLS, 082322	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
			Integrate feedback and findings from user research in region-wide vision.		R		A		
			Approve the region-wide vision	R			A	LS/AP RNM Accountabilities Breakdown XLS, 082322	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
Communicate and engage the public on vision development	R		A		LS/AP RNM Accountabilities Breakdown XLS, 082322	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021			
Planning & Program Development	Policy options and business casing	MTC	Document existing pricing policies and customer subsidy programs	R			A	MEETING_Network Management Next Steps, MTC & BART, 08/18/22	
			Define requirements for pricing/business case forecasting and modelling		R		A	MEETING_Network Management Next Steps, MTC & BART, 08/18/22	
			Review forecasting and modelling requirements and provide feedback based on ability and existing knowledge	R		A			
			Provide direction for alternative policies to be explored		R		A	LS/AP RNM Accountabilities Breakdown XLS, 082322	
			Compile business cases including forecasting and modelling of pricing policies	R		A			
			Present findings and evaluate options	R		A			
			Approve preferred policy directions		R		A	LS/AP RNM Accountabilities Breakdown XLS, 082322	
			Engage with stakeholders on pending changes and gather feedback	R		A		LS/AP RNM Accountabilities Breakdown XLS, 082322	

**DRAFT**



# Testing the Methodology through a Proof of Concept

Current State: Level 2 Activities / Accountability (Execution-level)

Process & Activity Areas			
Fare Integration Program Level	Level 1	Level 1 Accountability	Level 2 (What are the high level activities for each?)
Planning & Program Development	Develop and communicate region wide vision	MTC	Define the region-wide vision, objectives and benefits.
			Review region-wide vision and provide input/feedback to MTC
			Develop draft for region-wide vision
			Define criteria and requirements for user research in template, provide to operators.
			Develop communication and stakeholder engagement plan.
			Conduct research on ridership/system users
			Conduct operator-specific stakeholder engagement
			Support operators with stakeholder engagement
			Integrate feedback and findings from user research in region-wide vision.
			Approve the region-wide vision
Communicate and engage the public on vision development			
Planning & Program Development	Policy options and business casing	MTC	Document existing pricing policies and customer subsidy programs
			Define requirements for pricing/business case forecasting and modelling
			Review forecasting and modelling requirements and provide feedback based on ability and existing knowledge
			Provide direction for alternative policies to be explored
			Compile business cases including forecasting and modelling of pricing policies
			Present findings and evaluate options
			Approve preferred policy directions
			Engage with stakeholders on pending changes and gather feedback

DRAFT

Level 2 (What are the high level activities for each?)

- Define the region-wide vision, objectives and benefits.
- Review region-wide vision and provide input/feedback to MTC
- Develop draft for region-wide vision
- Define criteria and requirements for user research in template, provide to operators.
- Develop communication and stakeholder engagement plan.
- Conduct research on ridership/system users
- Conduct operator-specific stakeholder engagement
- Support operators with stakeholder engagement
- Integrate feedback and findings from user research in region-wide vision.
- Approve the region-wide vision
- Communicate and engage the public on vision development

# Testing the Methodology through a Proof of Concept

## Current State: Responsibility and Accountability Breakdown

**DRAFT**

Process & Activity Areas				Operator	MTC	Operator	MTC	Source	Additional sources
Fare Integration Program Level	Level 1	Level 1 Accountability	Level 2 (What are the high level activities)	Who is responsible for the deliverable?		Who is accountable for the deliverable?		How do we know this?	
			Define the region		R		A	Operators / MTC	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
				R		A		MEETING_Network Management Next Steps, MTC & BART, 08/18/22	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
					R		A		
					R		A	DOCUMENT_MTC Policy Vision Statement	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
					R		A		
				R		A			
				R	R	A		DOCUMENT_MTC Policy Vision Statement	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
					R		A	LS/AP RNM Accountabilities Breakdown XLS, 082322	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
					R		A		
				R		A		LS/AP RNM Accountabilities Breakdown XLS, 082322	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
				R		A		MEETING_Network Management Next Steps, MTC & BART, 08/18/22	
					R		A	MEETING_Network Management Next Steps, MTC & BART, 08/18/22	
				R		A			
					R		A	LS/AP RNM Accountabilities Breakdown XLS, 082322	
					R		A		
				R		A			
				R	R	A			
				R		A		LS/AP RNM Accountabilities Breakdown XLS, 082322	
				R		A		LS/AP RNM Accountabilities Breakdown XLS, 082322	

Operator	MTC	Operator	MTC
Who is responsible for the deliverable?		Who is accountable for the deliverable?	
	R		A
R		A	
	R		A
	R		A
	R		A
R		A	
R	R	A	

# Testing the Methodology through a Proof of Concept

## Sources & Additional Context

**DRAFT**

Fare Integration Program Level	Level 1	Process & Activity Areas		Operator Who is responsible for the deliverable?	MTC	Operator Who is responsible for the deliverable?	MTC	Source	
		Level 1 Accountability	Level 2 (What are the high level activities for each?)					How do we know this?	Additional sources
			Define the region-wide vision, objectives and benefits.					Operators / MTC	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
			Review region-wide vision					MEETING_Network Management Next Steps, MTC & BART, 08/18/22	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
								DOCUMENT_MTC Policy Vision Statement	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
								DOCUMENT_MTC Policy Vision Statement	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
							A	LS/AP RNM Accountabilities Breakdown XLS, 082322	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
							A		
							A	LS/AP RNM Accountabilities Breakdown XLS, 082322	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
							A	LS/AP RNM Accountabilities Breakdown XLS, 082322	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
							A	MEETING_Network Management Next Steps, MTC & BART, 08/18/22	
							A	MEETING_Network Management Next Steps, MTC & BART, 08/18/22	
							A		
							A	LS/AP RNM Accountabilities Breakdown XLS, 082322	
							A		
			pricing policies						
			Present findings and evaluate options	R			A		
			Approve preferred policy directions		R		A	LS/AP RNM Accountabilities Breakdown XLS, 082322	
			Engage with stakeholders on pending changes and gather feedback	R			A	LS/AP RNM Accountabilities Breakdown XLS, 082322	

Source	Additional sources
How do we know this?	
Operators / MTC	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
MEETING_Network Management Next Steps, MTC & BART, 08/18/22	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021
DOCUMENT_MTC Policy Vision Statement	Blue Ribbon, Regional Network Management Structures Evaluation Summary Report, September 2021

# Our understanding of the “current state”

We have developed a view of the Fare Integration Current State Operating Model based on document reviews, interviews, and direct conversations

**DRAFT**

Fare Integration				
<i>How a customer will pay to use the transit system and how fare revenue is collected and distributed</i>				
Operating Element	Current State Assessment	Sources for Observations		
		Interviews	Documentation	Focus Groups
<b>Governance and Decision Rights</b>	Local entity governing boards set fares	✓	✓	
<b>Core Processes</b>	Local entity boards set fares; Clipper Executive Board coordinates management and delivery of regional fare card; all agencies comply individually with federal Title VI and sub-regional fare coordination is offered through interagency agreements		✓	
<b>Technology and Tools</b>	Clipper provides common regional fare card and support for backbone technologies		✓	✓
<b>Behaviors and Culture</b>	Individual agency interests/needs are the primary driver of fare policy; growing collaboration through FITF and BRTF		✓	✓
<b>Roles and Structures</b>	MTC staff manages the Clipper system on behalf of the Clipper Executive Board; each agency has its own staff responsible fare policy, fare collection, and Title VI; BART & MTC staff FITF		✓	
<b>Metrics and Incentives</b>	Local entities have own respective metrics		✓	

# Template: The Operating Model Framework

## Fare Integration

*How a customer will pay to use the transit system and how fare revenue is collected and distributed*

Operating Element	Current State Assessment	Future State		Initiative(s)
		Regional	Local	
<b>Governance and Decision Rights</b>	Local entity governing boards set fares	<ul style="list-style-type: none"> <li>Set and update common rules &amp; amounts for inter-agency transfer discounts</li> <li>Establish and govern a common fare structure for regional services, including discount levels</li> <li>Govern region-wide institutional fare programs, pass products, and/or fare capping</li> </ul>	<ul style="list-style-type: none"> <li>Govern local fares</li> <li>Govern local pass products</li> <li>Govern local discount programs</li> <li>Ratify regional fare policies</li> </ul>	<ul style="list-style-type: none"> <li>Continue Fare Integration Task Force and/or explore successor</li> </ul>
<b>Core Processes</b>	Local entity boards set fares; Clipper Executive Board coordinates management and delivery of regional fare card; all agencies comply individually with federal Title VI and sub-regional fare coordination is offered through interagency agreements	<ul style="list-style-type: none"> <li>Manage regional fare card system (Clipper). Distribute funds collected through regional fare system.</li> <li>Manage region-wide institutional fare programs, pass products, and/or fare capping</li> <li>Conduct Title VI analyses</li> </ul>	<ul style="list-style-type: none"> <li>Manage local fares</li> <li>Comply with Title VI</li> <li>Install &amp; maintain fare collection equipment</li> </ul>	<ul style="list-style-type: none"> <li>Implement Clipper BayPass Pilot Phases 1 and 2 to evaluate regional institutional fare programs</li> <li>Finalize Clipper 2 account-based system transition</li> </ul>
<b>Technology and Tools</b>	Clipper provides common regional fare card and support for backbone technologies	<ul style="list-style-type: none"> <li>Common regional fare card (Clipper)</li> <li>Common technology platforms for institutional fare programs</li> </ul>	<ul style="list-style-type: none"> <li>Provide fare collection equipment</li> </ul>	<ul style="list-style-type: none"> <li>Establish common no-cost and reduced cost transfers for transit users transferring across agencies</li> </ul>
<b>Behaviors and Culture</b>	Individual agency interests/needs are the primary driver of fare policy; growing collaboration through FITF and BRTF	<ul style="list-style-type: none"> <li>Encourage collaboration in setting fare policy</li> </ul>	<ul style="list-style-type: none"> <li>Participate in regional policy design</li> <li>Comply with implement regional structure of inter-agency transfer discounts</li> </ul>	<ul style="list-style-type: none"> <li>Continue proposal development for all-transit agency pass for use by the general public</li> </ul>
<b>Roles and Structures</b>	MTC staff manages the Clipper system on behalf of the Clipper Executive Board; each agency has its own staff responsible fare policy, fare collection, and Title VI; BART & MTC staff FITF	<ul style="list-style-type: none"> <li>MTC staff manages the Clipper system</li> <li>Convene Fare Integration Task Force, Clipper Executive Board or successor entity (ie, Regional Transit Coordinating Committee)</li> </ul>	<ul style="list-style-type: none"> <li>Participate in Fare Integration Regional Transit Coordinating Committee (RTCC), including Regional Fares subcommittee</li> </ul>	<ul style="list-style-type: none"> <li>Refine vision of eventually creating a common fare structure (distance or zone-based) for regional rail, ferry, and express bus service</li> </ul>
<b>Metrics and Incentives</b>	Local entities have own respective metrics	<ul style="list-style-type: none"> <li>Sets guidance for type of metrics and performance measurement needs</li> </ul>	<ul style="list-style-type: none"> <li>Manage to metrics</li> <li>Provide feedback and insights on measures</li> </ul>	

# Applying the Operating Model Framework | Fare Integration

## Fare Integration

*How a customer will pay to use the transit system and how fare revenue is collected and distributed*

**DRAFT**

Operating Element	Current State Assessment	Potential Future State <i>Note: Future state not yet validated – representative of process</i>		Potential Initiative(s) <i>Facilitate Transition to Future State</i>
		<i>Regional</i>	<i>Local</i>	
<b>Governance and Decision Rights</b>	Local entity governing boards set fares	<ul style="list-style-type: none"> <li>Set and update common rules &amp; amounts for inter-agency transfer discounts</li> <li>Establish and govern a common fare structure for regional services, including discount levels</li> <li>Govern region-wide institutional fare programs, pass products, and/or fare capping</li> </ul>	<ul style="list-style-type: none"> <li>Govern local fares</li> <li>Govern local pass products</li> <li>Govern local discount programs</li> <li>Ratify regional fare policies</li> </ul>	<ul style="list-style-type: none"> <li>Continue Fare Integration Task Force and/or explore successor</li> <li>Implement Clipper BayPass Pilot Phases 1 and 2 to evaluate regional institutional fare programs</li> <li>Finalize Clipper 2 account-based system transition</li> <li>Establish common no-cost and reduced cost transfers for transit users transferring across agencies</li> <li>Continue proposal development for all-transit agency pass for use by the general public</li> <li>Refine vision of eventually creating a common fare structure (distance or zone-based) for regional rail, ferry, and express bus service</li> </ul>
<b>Core Processes</b>	Local entity boards set fares; Clipper Executive Board coordinates management and delivery of regional fare card; all agencies comply individually with federal Title VI and sub-regional fare coordination is offered through interagency agreements	<ul style="list-style-type: none"> <li>Manage regional fare card system (Clipper). Distribute funds collected through regional fare system.</li> <li>Manage region-wide institutional fare programs, pass products, and/or fare capping</li> <li>Conduct Title VI analyses</li> </ul>	<ul style="list-style-type: none"> <li>Manage local fares</li> <li>Comply with Title VI</li> <li>Install &amp; maintain fare collection equipment</li> </ul>	
<b>Technology and Tools</b>	Clipper provides common regional fare card and support for backbone technologies	<ul style="list-style-type: none"> <li>Common regional fare card (Clipper)</li> <li>Common technology platforms for institutional fare programs</li> </ul>	<ul style="list-style-type: none"> <li>Provide fare collection equipment</li> </ul>	
<b>Behaviors and Culture</b>	Individual agency interests/needs are the primary driver of fare policy; growing collaboration through FITF and BRTF	<ul style="list-style-type: none"> <li>Encourage collaboration in setting fare policy</li> </ul>	<ul style="list-style-type: none"> <li>Participate in regional policy design</li> <li>Comply with implement regional structure of inter-agency transfer discounts</li> </ul>	
<b>Roles and Structures</b>	MTC staff manages the Clipper system on behalf of the Clipper Executive Board; each agency has its own staff responsible fare policy, fare collection, and Title VI; BART & MTC staff FITF	<ul style="list-style-type: none"> <li>MTC staff manages the Clipper system</li> <li>Convene Fare Integration Task Force, Clipper Executive Board or successor entity</li> </ul>	<ul style="list-style-type: none"> <li>Participate in Fare Integration Task Force or successor entity</li> </ul>	
<b>Metrics and Incentives</b>	Local entities have own respective metrics	<ul style="list-style-type: none"> <li>Sets guidance for type of metrics and performance measurement needs</li> </ul>	<ul style="list-style-type: none"> <li>Manage to metrics</li> <li>Provide feedback and insights on measures</li> </ul>	



# Applying the Operating Model Framework | Wayfinding

## Wayfinding







Information travelers use to plan and navigate their journey including maps, schedules, travel times, and updates

**DRAFT**

Operating Element	Current State Assessment	Potential Future State <i>Note: Future state not yet validated – representative of process</i>		Potential Initiative(s) <i>Facilitate Transition to Future State</i>
		Regional	Local	
<b>Governance and Decision Rights</b>	Local entities make most of the respective wayfinding decisions; overall vision and benefits guidance set by MTC	<ul style="list-style-type: none"> <li>Single Regional Wayfinding Authority to improve adherence to regional standards</li> <li>Faster approval and deployment of standards</li> <li>Provide quality and compliance oversight</li> </ul>	<ul style="list-style-type: none"> <li>Provide input into design standards and requirements</li> <li>Responsible for all procurement, installation, and maint. decisions</li> </ul>	<ol style="list-style-type: none"> <li>Establish Wayfinding design standards and requirements following project goals</li> <li>Establish Wayfinding prototype hub</li> <li>Plan for subregional rollout</li> <li>Develop mapping services platform</li> <li>Establish Wayfinding Compliance Officer to provide quality and compliance oversight</li> <li>Wayfinding performance management through relevant KPIs</li> </ol>
<b>Core Processes</b>	Local entities have their own processes (e.g., design standards, requirements, maintenance); timelines and implementation support often provided via MTC	<ul style="list-style-type: none"> <li>Standardized design standards setting process</li> <li>Standardized requirements setting process</li> <li>Standardized audit process</li> </ul>	<ul style="list-style-type: none"> <li>Standardized procurement, installation, and maintenance process for wayfinding systems</li> </ul>	
<b>Technology and Tools</b>	Local entities have own respective tools (e.g., manuals); requirements outlined by MTC for areas such as signage	<ul style="list-style-type: none"> <li>Design Standards / Req. Manual for all technologies / tools</li> <li>Central tool for designing materials</li> </ul>	<ul style="list-style-type: none"> <li>Provide electronic and print signage for installing and maintaining wayfinding</li> </ul>	
<b>Behaviors and Culture</b>	Local entities not always collaborating with other operators; MTC primarily provides oversight on vision, objectives, and desired benefits	<ul style="list-style-type: none"> <li>Encourage collaboration in setting design standards and requirements</li> </ul>	<ul style="list-style-type: none"> <li>Encourage compliance with regional standards and requirements</li> </ul>	
<b>Roles and Structures</b>	Local entities have their own respective individuals / teams responsible for wayfinding activities; MTC roles focus on developing and testing conceptual designs	<ul style="list-style-type: none"> <li>Wayfinding Standards Committee</li> <li>Wayfinding Compliance Officer</li> </ul>	<ul style="list-style-type: none"> <li>Procurement lead / team</li> <li>Installation lead / team</li> <li>Maintenance lead / team</li> </ul>	
<b>Metrics and Incentives</b>	Local entities all have their own respective metrics	<ul style="list-style-type: none"> <li>Set region-wide compliance metrics (e.g., % meeting standards)</li> </ul>	<ul style="list-style-type: none"> <li>Match internal metrics to region-wide compliance metrics</li> </ul>	

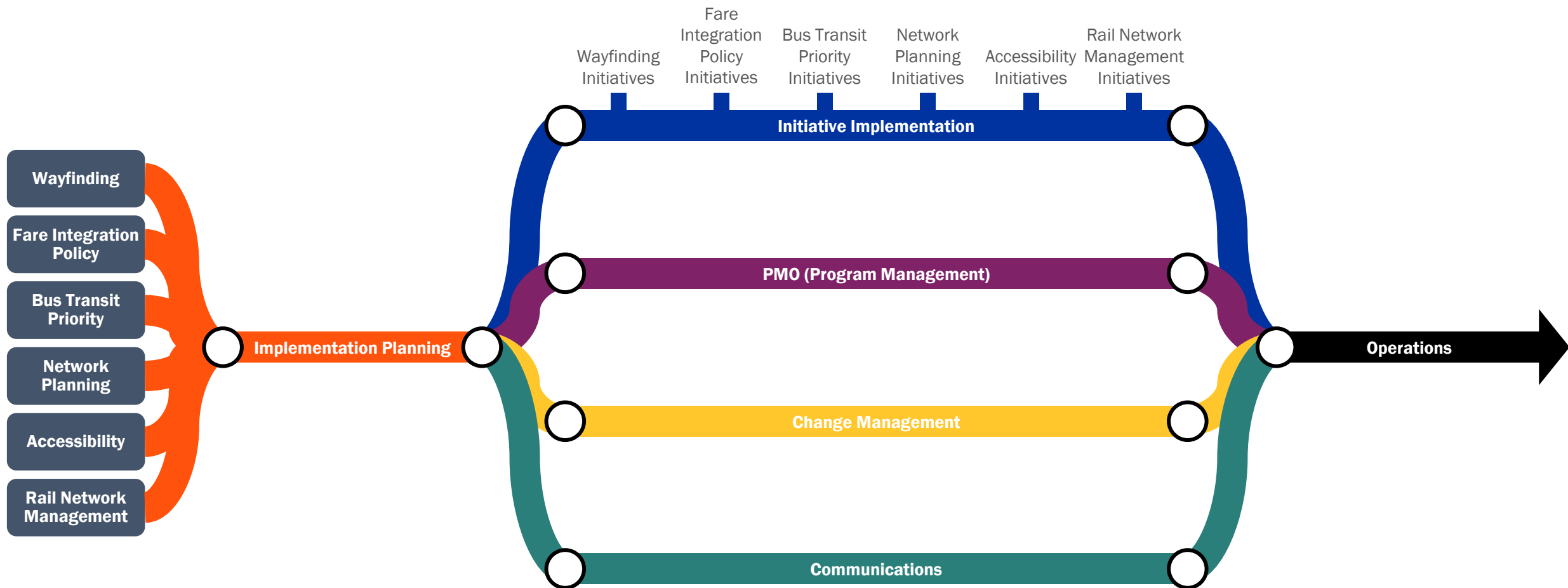
# Bringing it Together | Transitioning to a Future State Operating Model

Each initiative will need design across several Operating Model components make the shift to the future state

Fare Integration Proposed Initiatives	 Governance and Decision Rights	 Roles and Structures	 Core Processes	 Metrics and Incentives	 Technology and Tools	 Behaviors and Culture
1) Continue Fare Integration Task Force and/or explore successor	✓	✓				✓
2) Finalize Clipper 2 account-based system transition	✓	✓	✓	✓	✓	✓
3) Implement Clipper BayPass Pilot Phases 1+2 to evaluate regional institutional fare programs	✓	✓		✓	✓	
4) Establish common no-cost and reduced cost transfers for transit user transfers	✓		✓	✓		
5) Continue proposal development for all-transit agency pass for use by the general public	✓		✓	✓		
6) Refine vision of common fare structure (distance or zone-based) for regional rail, ferry, and express bus service	✓		✓	✓	✓	

# Making it Real | Implementing the Future State Operating Model

Establishing the future state operating model will require an Implementation Plan coordinating specific required activities for completing initiatives, management of the program and associated change, and ongoing communications



# Immediate Next Steps

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- 1 Consider your feedback on this approach and methodology
- 2 Interviews and data collection to support Six Functional area current state and future state assessments.
- 3 Build out templates to support systematic analysis of current and future state

# Questions?

**Does the evaluative approach as described add value to determining a regional network management framework?**

# Monthly Advisory Group Meetings | September to December

Advisory Group Meetings

Advisory Group Schedule and Topics	
Consultant Team Activities	Advisory Group Topics
<b>Sept 12</b> <ul style="list-style-type: none"> <li>▪ Draft Problem and Benefit Statements for 6-Functional Areas</li> <li>▪ Conduct interviews, research, data collection</li> <li>▪ Confirm Draft “Operating model” Framework</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluation Approach and Scope</li> <li>▪ Project Schedule</li> <li>▪ Proof of Concept Evaluation Approach– Fares and Wayfinding</li> </ul>
<b>Oct 17</b> <ul style="list-style-type: none"> <li>▪ Interviews, research focuses on if regionalization of accountabilities could:               <ul style="list-style-type: none"> <li>▪ achieve the benefits more quickly?</li> <li>▪ achieve the benefits in a more cost-effective way?</li> <li>▪ address a gap that isn’t current addressed through existing accountabilities?</li> <li>▪ enable greater needed consistency and equity across the region for customers?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ 6-Functional Area “Accountabilities”</li> <li>▪ Problem and Benefit Statements</li> <li>▪ Emerging findings and key questions</li> </ul>
<b>Nov 14</b> <ul style="list-style-type: none"> <li>▪ Current status assessment of 6-functional areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft findings from Status assessment</li> <li>▪ Highest level benefits (6-functional areas)</li> <li>▪ Define operating model shifts</li> </ul>
<b>Dec 12</b> <ul style="list-style-type: none"> <li>▪ Draft Future State Report; Implementation and Forward Compatibility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft findings and recommendations for Regional Network Management Framework, including initiatives and incentives for near-term and long term</li> </ul>



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

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**File #:** 22-1478      **Version:** 1      **Name:**  
**Type:** Report      **Status:** Informational  
**File created:** 9/11/2022      **In control:** Network Management Business Case Advisory Group  
**On agenda:** 9/12/2022      **Final action:**  
**Title:** Public Comments  
**Sponsors:**  
**Indexes:**  
**Code sections:**  
**Attachments:** [Comment Letter Re: Methodology Change for NMBC](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
Public Comments

**Attachments:**



Sept 9, 2022

Attn: Dennis Mulligan, Chair, Network Management Business Case Advisory Group  
Re: Methodology Change for Network Management Business Case  
Sept 12th Network Management Business Case Advisory Group

Chair Mulligan,

As groups that have taken a keen interest in the recovery and transformation of the Bay Area's transit system, we wish to express concern over the recent shift in methodology in the Network Management Business Case.

**We recommend that the "bottom-up analysis" presented in the Sept 12th update be combined with the continued analysis and assessment of more comprehensive regional network manager structures identified in [the September 2021 RNM Structure Evaluation Summary Report](#), and which were previously presented to both the MTC and the Network Management Business Case Advisory Committee, in order to inform the ultimate recommendation for a long-term network management structure.**

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The shared vision supported by the Blue Ribbon Transit Recovery Task Force in the Transformation Action Plan was **a system with integrated service, fares, schedules, customer information and identity**. The network management business case was initiated with the goal of identifying a path toward institutional changes to bring about the shared vision.

Our primary concern is the updated methodology described in the September 12th meeting materials may represent a step away from the principle of "begin with the end in mind"- creating a resilient long-term institutional structure that can grow to fulfill the vision of a rider-friendly, high-ridership system.

We understand that the revised "bottom-up" analytical framework seeks to improve confidence of the value of regionalizing key transit system functions by spelling out the benefits - and, where possible, citing data and existing studies that establish a clear basis for institutional change. This can be helpful in building consensus among elected officials and staff. But this should not come at the expense of evaluating comprehensive long-term network management structures for the additional value they will bring.



The proposed revised methodology risks pointing us toward an “a la carte” network management approach, which we are concerned will underestimate the potential value or strategic case for larger scale, more comprehensive strategic institutional reforms. By itemizing the costs and benefits of regional standards for specific functions, we may fail to recognize the strong synergies between different system functions that would be best overseen by a common decision-making structure. Synergies have already appeared between the Wayfinding and Fare Coordination and Integration Study, and would logically arise when considering Network Planning and Transit Priority, and other functions. Surely, there are synergistic benefits to coordinated schedules, integrated fares, and faster, more reliable service that are greater than the sum of the parts.

**Without a holistic path toward integrated service enabled by effective governance, we will not be able to put the Bay Area on track to reach its ambitious mode shift and climate goals - in the near or long term.**

In the Blue Ribbon Task Force, there was consensus about a set of functions that would benefit from unified network management to provide the best, most coordinated, easy to use, accessible rider experience. It is concerning that the proposed methodology seems to be re-opening questions that seemed settled by consensus earlier, and which were presented to the Metropolitan Transportation Commission a year ago.

We urge you to follow the recommendations of the [RNM Structures Evaluation Summary Report](#) completed at the end of the Blue Ribbon Task Force. That report recommended:

- **Recommendation 1** - Start with “how” not “whether” to regionalize regional transit accountabilities.
- **Recommendation 5** - Separate long term ‘entity design’ roles and responsibilities from near term initiative priorities
- **Recommendation 8** - Priority RNM roles should be the primary driver of entity design
- **Recommendation 14** - Distinguish business decisions from public policy decisions

**In summary, rather than shift purely to a bottom-up approach, we recommend that the bottom-up analysis be combined with the continued analysis and assessment of more comprehensive regional network manager structures identified in [the September 2021 RNM Structure Evaluation Summary Report](#), and which were previously presented to both the MTC and the Network Management Business Case Advisory Committee, in order to inform the ultimate recommendation for a network management structure.**

Thank you,

Ian Griffiths, Policy Director  
**Seamless Bay Area**

Sheri Burns, Executive Director  
**Silicon Valley Independent Living Center**

Amy Thomson, Transportation Policy Analyst  
**TransForm**

Russ Hancock, President and CEO  
**Joint Venture Silicon Valley**

Jason Baker, Senior Vice President, Infrastructure & Regional Partnerships  
**Silicon Valley Leadership Group**