



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, October 17, 2022

10:00 AM

REMOTE

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The Network Management Business Case Advisory Group is scheduled to meet on Monday, October 17, 2022 at 10:00 a.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 the 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 Board Members.

The meeting webcast will be available at [http://mtc.ca.gov/whats happening/meetings](http://mtc.ca.gov/whats_happening/meetings). Members of the public are encouraged to participate remotely via Zoom at the following link or phone number. Board Members and members of the public participating by Zoom wishing to speak should use the "raise hand" feature or dial \*9. When called upon, unmute yourself or dial \*6. In order to get the full Zoom experience, please make sure your application is up to date.

Attendee Link: <https://bayareametro.zoom.us/j/83922111889>

Join by Telephone Dial (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: 839 2211 1889

International numbers available: <https://bayareametro.zoom.us/j/83922111889>

Detailed instructions on participating via Zoom are available at:

<https://bayareametro.zoom.us/j/83922111889>

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 and agenda item number 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. Call Meeting to Order / Roll Call / Confirm Quorum

*Quorum: A quorum of this committee shall be a majority of its regular voting members (8).*

## 2. Chair Comments

*Chair Mulligan*

## 3. Consent Calendar

[22-1595](#) Approval of the September 12, 2022 Meeting Minutes

**Action:** Approval

**Attachments:** [Approval of the September 12, 2022 Meeting Minutes](#)

## 4. Regional Network Management Update

[22-1596](#) Regional Network Management Update

A refresher on the updated methodology and “proof of concept” approach being deployed by the consultant team to establish the Regional Network Management operating model framework as well as information in response to comments raised at the last meeting on outreach. Update on progress made since the September 2022 Advisory Group meeting. The Consultant team will also provide an overview of remaining phases of the approach being deployed to establish the operating model framework, and a look-ahead of what to expect at the November 2022 and December 2022 Advisory Group meetings.

**Action:** Information

**Presenter:** Alix Bockelman, MTC and Consultant Team

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

## 5. Public Comments / Other Business

*Committee Members and members of the public participating by Zoom wishing to speak should use the “raise hand” feature or dial \*9. When called upon, unmute yourself or dial \*6.*

[22-1598](#) Public Comments

**Attachments:** [Public Comment from Adina Levin](#)

## 6. Chair Closing Remarks

*Chair Mulligan*

## **7. Adjournment / Next Meeting**

**The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, November 14, 2022 at 1:00 p.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 Titulo 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 #:** 22-1595      **Version:** 1      **Name:**

**Type:** Action Item      **Status:** Committee Approval

**File created:** 9/30/2022      **In control:** Network Management Business Case Advisory Group

**On agenda:** 10/17/2022      **Final action:**

**Title:** Approval of the September 12, 2022 Meeting Minutes

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Approval of the September 12, 2022 Meeting Minutes](#)

Date	Ver.	Action By	Action	Result
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**Subject:**  
Approval of the September 12, 2022 Meeting Minutes

**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, Christine Fitzgerald,  
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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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#### 1. Roll Call / Confirm Quorum

**Present:** 14 - 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, Member Churchill, and Member Fitzgerald

Member Hayley Currier, TransForm was replaced by Member Christine Fitzgerald, Silicon Valley Independent Living Center (SVILC).

#### 2. Chair Comments

#### 3. Consent Calendar

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

**Aye:** 14 - 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, Member Churchill and Member Fitzgerald

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

[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

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

**Action:** Information

**Presenter:** Consultant Team

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

## 6. Public Comments / Other Business

The following individuals spoke on this Item:

Ian Griffiths, Seamless Bay Area;

Andrea Horbinski, Member of Transbay Coalition;

Wendi Kalins, Member of Policy Advisory Council;

Rick Nahass;

Randi Kinman, Chair of Policy Advisory Council;

Eugene Bradley; and

Richard Hedges, Member of Policy Advisory Council.

[22-1478](#) Public Comments

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

## 7. Chair Closing Remarks

## 8. Adjournment / Next Meeting



# Metropolitan Transportation Commission

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## Legislation Details (With Text)

**File #:** 22-1596      **Version:** 1      **Name:**

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

**File created:** 9/30/2022      **In control:** Network Management Business Case Advisory Group

**On agenda:** 10/17/2022      **Final action:**

**Title:** Regional Network Management Update

A refresher on the updated methodology and “proof of concept” approach being deployed by the consultant team to establish the Regional Network Management operating model framework as well as information in response to comments raised at the last meeting on outreach. Update on progress made since the September 2022 Advisory Group meeting. The Consultant team will also provide an overview of remaining phases of the approach being deployed to establish the operating model framework, and a look-ahead of what to expect at the November 2022 and December 2022 Advisory Group meetings.

**Sponsors:**

**Indexes:**

**Code sections:**

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

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

Regional Network Management Update

A refresher on the updated methodology and “proof of concept” approach being deployed by the consultant team to establish the Regional Network Management operating model framework as well as information in response to comments raised at the last meeting on outreach. Update on progress made since the September 2022 Advisory Group meeting. The Consultant team will also provide an overview of remaining phases of the approach being deployed to establish the operating model framework, and a look-ahead of what to expect at the November 2022 and December 2022 Advisory Group meetings.

**Presenter:**

Alix Bockelman, MTC and Consultant Team

**Recommended Action:**

Information

**Attachments:**





# Network Management

RECAP AND LOOK AHEAD

OCTOBER 17, 2022

10:00 – 12:00 PM

Agenda Item 4 Presentation

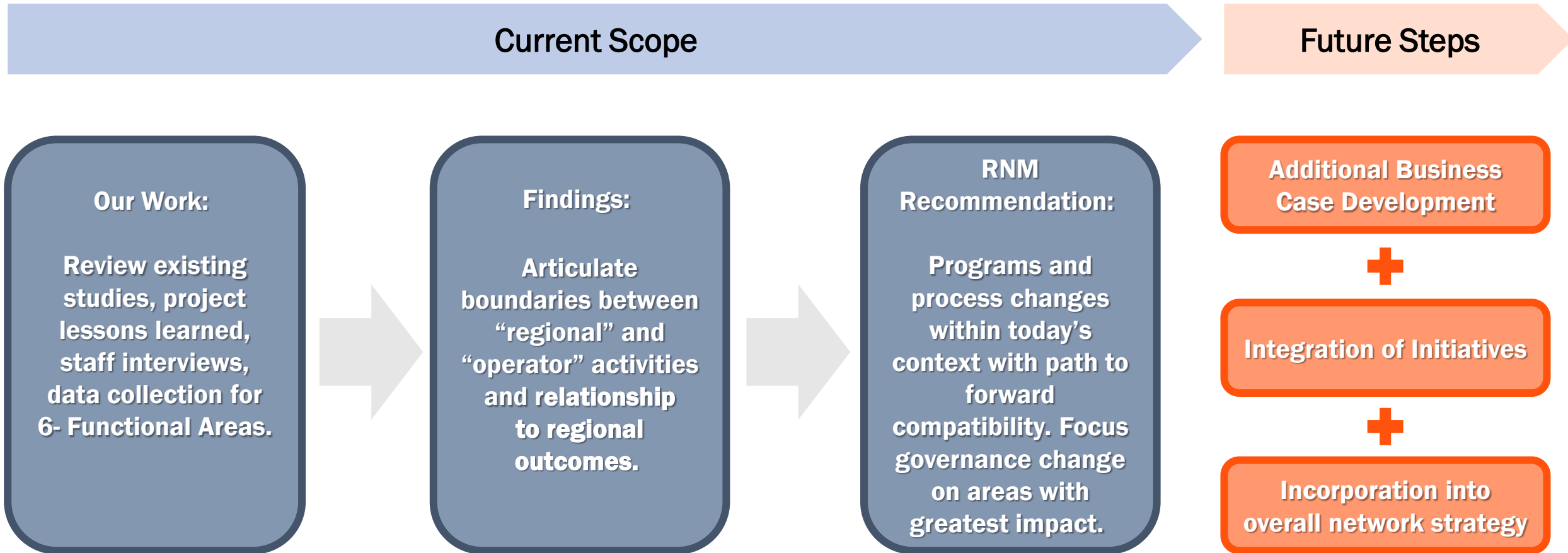
# Agenda

- **Welcome & Chair Comments**  
Denis Mulligan, Chair (5 min.)
- **Recap of September 12 AG Meeting**  
Alix Bockelman, MTC (15 min.)
- **Progress Update**  
Guy Wilkinson, KPMG (20 min.)
- **Developing the RNM Framework**  
Josh Hesterman, KPMG (40 min.)
- **Discussion + Q&A**  
All



# Recap of Sept 12 AG Meeting

# Recap of Scope and Process



# Proof of Concept | Representative Areas First

We are leveraging our method to analyze the current and future state of 6 areas with rich programmatic detail.

Baseline

## 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		

ILLUSTRATIVE

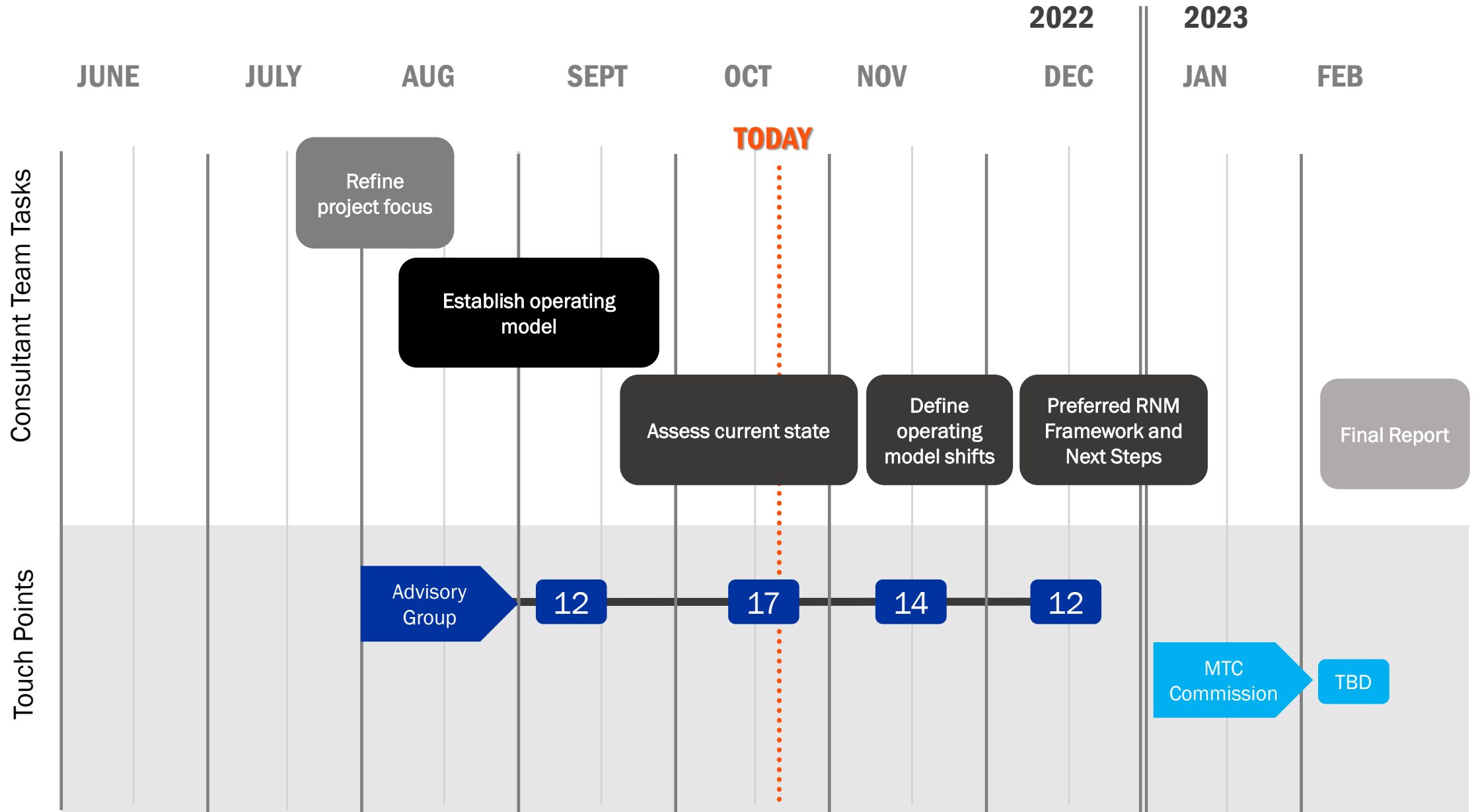
Project Focus: Developing the Operating Model for the Functional Areas

## Design the Future Operating Model



Note: The current project will provide a high-level operating model for each functional area and the collective RNM to enable an initial framework that can be further refined

# Project Schedule & Touchpoints



# Recent Outreach Initiatives with Transit Focus

## Blue Ribbon Transit Recovery Task Force

- ▶ Research review
- ▶ CBO leaders' discussion group
- ▶ Regionwide community discussion groups\* (including disability community)
- ▶ Employer focus group
- ▶ Employer surveys
- ▶ Statistically-valid poll\*

## Plan Bay Area 2050

- ▶ Pop-up & digital workshops
- ▶ CBO partnerships & focus groups\*
- ▶ Virtual webinars & telephone town halls\*
- ▶ Online surveys & comment forms
- ▶ Listening line\*
- ▶ Statistically-valid poll\*

## Regional Transit Mapping & Wayfinding Project

- ▶ Stakeholder workshops
- ▶ Public focus groups (8)\*
- ▶ Interviews with transit operator and city staff

## Coordinated Plan

- ▶ Outreach with public transit riders (including paratransit)
- ▶ Ongoing since Jan 2020

## Transit Fare Coordination & Integration Study

- ▶ One-on-one "co-creation" workshops with transit customers
- ▶ Facilitated (virtual) prototype-testing session
- ▶ Online surveys`

\* Activity conducted in multiple languages

# What We Heard: Broad Themes

## “Public Transit is Important”

- **87%** of Bay Area residents, whether they ride it or not, **believe transit is important** and that having a good transit system is a public good for everyone

## “Make it Equitable”

- **Better transit for dependent populations** is important, including fair fares for seniors and students
- Although better transit integration benefits everyone, respondents want to assure that **improvements to attract new riders** aren't at the expense of the transit dependent

## “Seamless and Streamlined”

- **89%** support a **more coordinated public transit system** that operates as a seamless, multimodal system
- **Residents want:** a regional network, real-time transit info, more direct service with fewer transfers, a single mobile app, uniform maps and signage, and consistent fare and payment structures

## “Improve the System”

- Bay Area residents weren't satisfied with public transit prior to 2020, and they **want a better system**
- They want **improvements beyond just restored service levels**, even though many respondents have been impacted by service reductions
- **Expand and modernize** the regional rail network



# Network Management Stakeholder Engagement

Stakeholder	Type of Engagement
<b>1</b> Network Management Business Case Advisory Group	Recurring formal Advisory Group meetings, Public meetings
<b>2</b> Policy Advisory Council	Updates to Transit Transformation Action Plan Subcommittee and/or Policy Advisory Council
<b>3</b> Operator / Stakeholder Engagement	Informational and working sessions with operator and stakeholders to collaborate on technical and evaluation work
<b>4</b> Individual and small group consultations/meetings	Focused individual and small group interviews at key points throughout the project
<b>5</b> MTC Committee Updates	Progress Updates to Executive Committee & Commission
<b>6</b> Ad Hoc Committee of Advisory Group	Collaborative working sessions key points. Each session dedicated to a particular topic

# Progress Update

# Progress Update

## Completed Activities

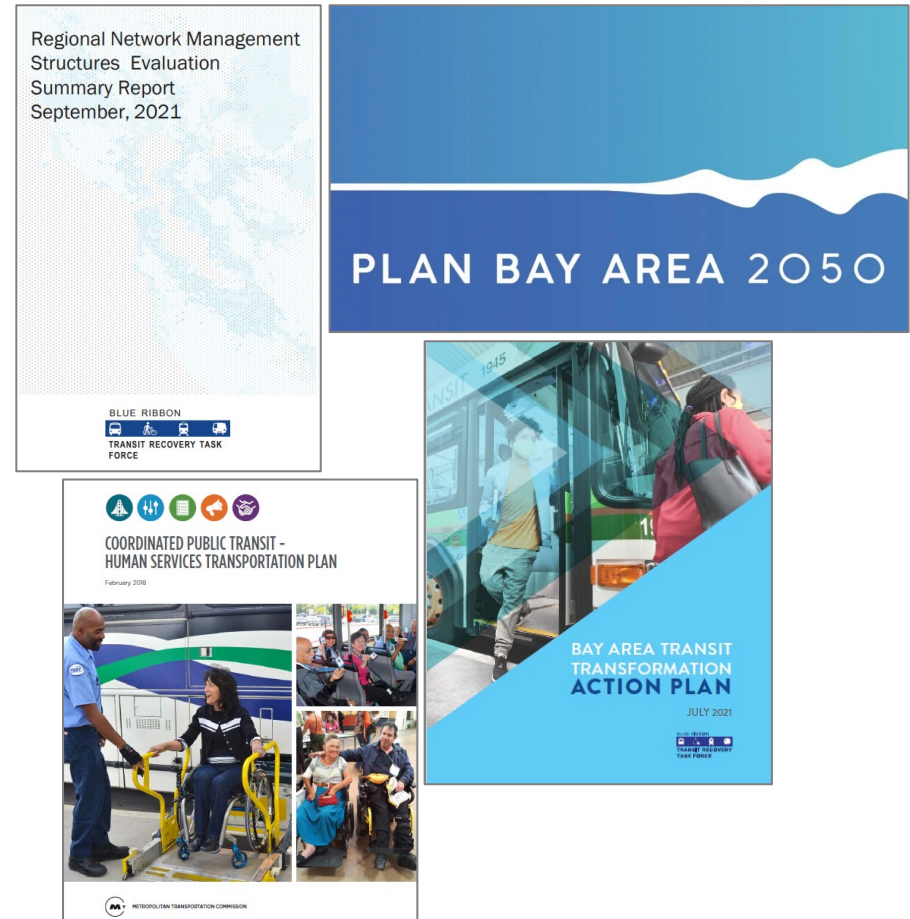
- ✓ Identification of operator and MTC Subject Matter Experts (SMEs) for 4 remaining Functional Areas (FA):
  - Accessibility
  - Connected Network Planning
  - Bus Transit Priority
  - Rail Network Management
- ✓ Interview scheduling for above FAs
- ✓ Prepared template document to consolidate available information from full range of sources and inform interviews

## In-Progress Activities

- Circulating *Memo #1: Network Management Problem Statement*
- Wrap-up and validation of Fare Integration and Wayfinding & Mapping FA current-state
- Developing draft mission & vision statements for the RNM Framework
- Interview completion and validation of conclusions for remaining functional areas
- Aggregating findings at the FA level to identify implications for the future-state RNM Framework

*Details on in-progress activities and next steps to be discussed on remaining slides*

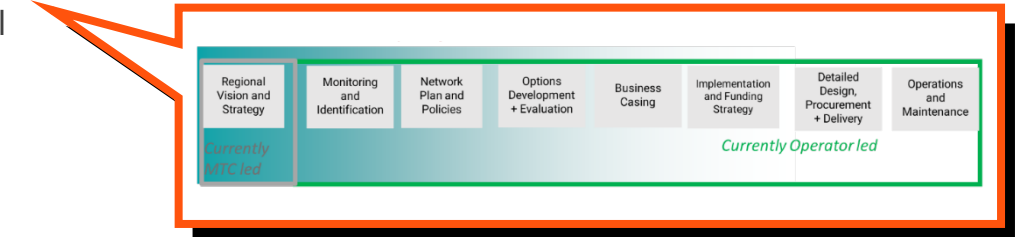
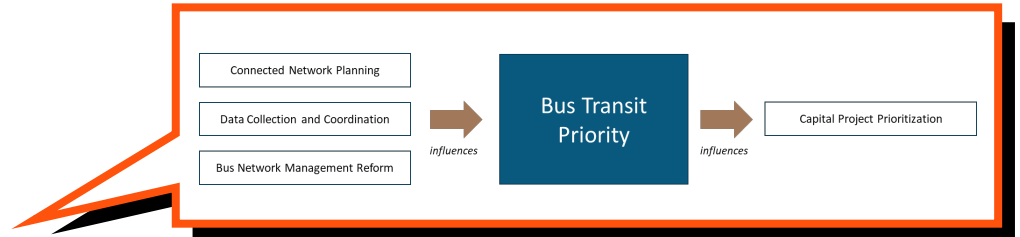
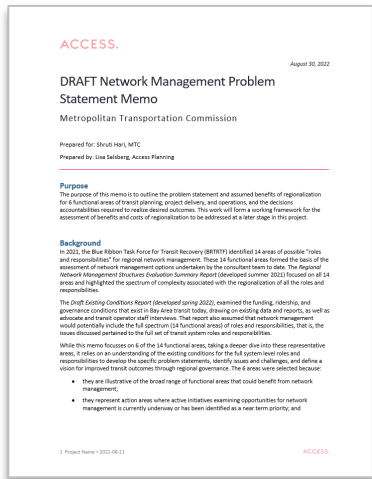
## Sample documents reviewed



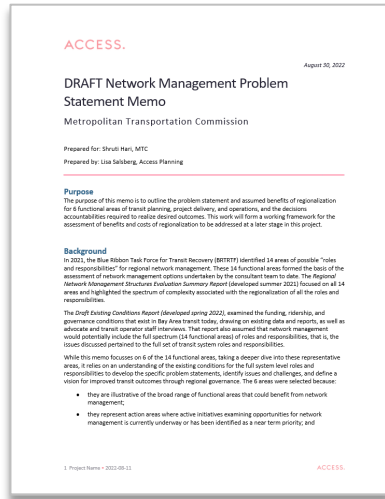
# Memo #1: Network Management Problem Statement

**Purpose:** Provides preliminary answers to the following questions:

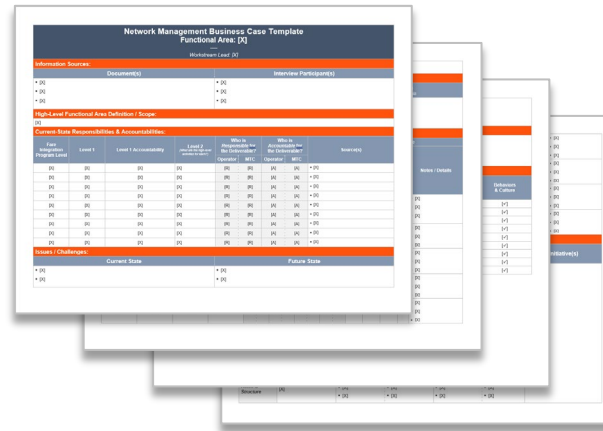
- What is the scope of this functional area?
- How is it influenced by other functional areas?
- What are the benefits and what accountabilities are needed to deliver on the benefits? How are these accountabilities distributed across regional and local roles currently?"
- **Note:** This memo is intended to provide an indicative level of information; ongoing assessment work will refine these further



# Immediate Next Steps



Memo #1: Problem Statement provides preliminary inputs to several assessment components such as functional area definitions, challenges, and accountabilities / responsibilities

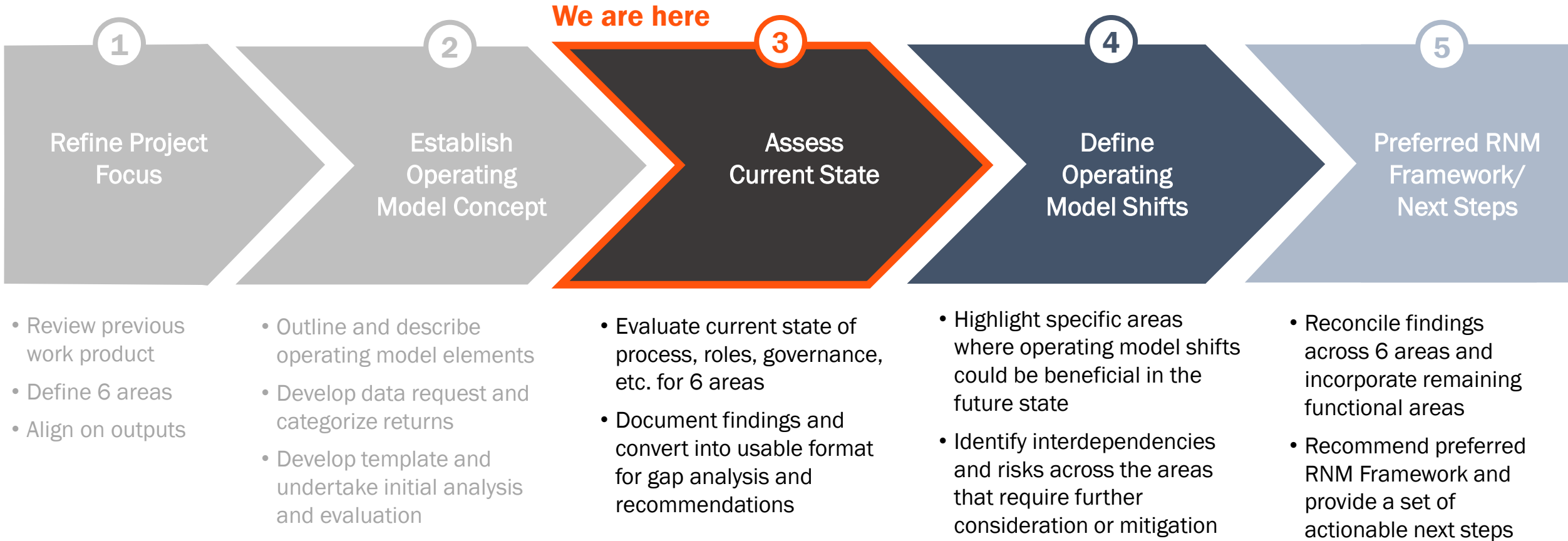


Key inputs from Memo #1 will be captured and validated along with other findings from ongoing interviews and information analysis in the Current-State Assessment Template. Key findings will then be used to develop an initial draft of the RNM Framework



During the November AG Meeting, we will review and discuss the findings from the Current-State Assessment as well as a *preliminary, high-level* draft of the RNM Framework (including mission, vision, role allocations, and operating model elements)

# Update on current state assessment



The final steps of the process will define a future state RNM framework and *who* might fit into specific roles

# Developing the RNM Framework

# The Regional Network Management Framework

The Regional Network Management Framework

Benefits of the RNM Framework



The **mission** (the RNM’s purpose) and **vision** (what the RNM hopes to accomplish) serve as guiding principles for the Functional Areas and Operating Model within the RNM

The **Accountabilities** and **Responsibilities** define what activities within each functional area for which the RNM is responsible (vs. the Operators or MTC)

The **Operating Model** defines *how* the RNM will deliver its Accountabilities and Responsibilities

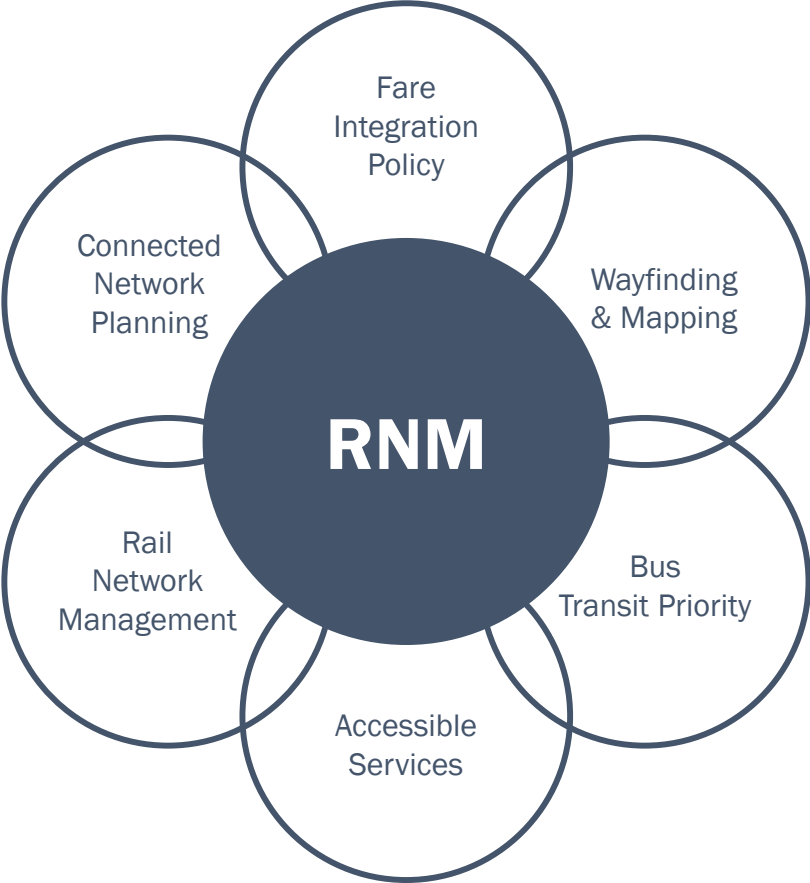
The **Financial, Time, & Legal Constraints** place boundaries on the Mission, Vision, Functional Areas, and Operating Model for the RNM



# The RNM Framework Evolution (Near-term)

The initial RNM framework will provide a foundation for developing the long-term RNM

## Near-Term / Short-Term RNM Framework



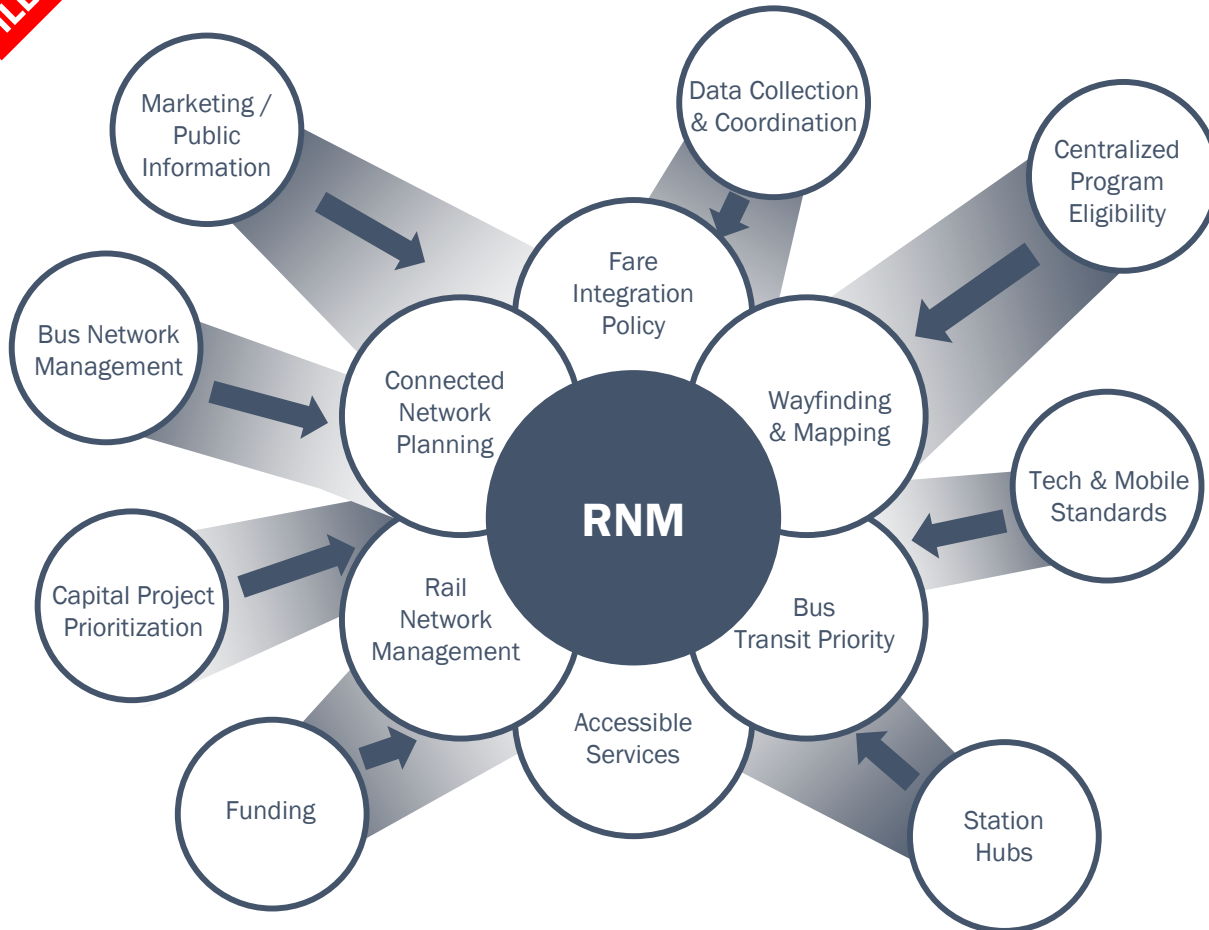
## Observations

- Establishes the Mission and Vision leading to the overall RNM Framework
- Sets considerations for allocating accountabilities / responsibilities across multiple entities
- Establishes a flexible operating model that can support subsequent addition of new functions
- Leverages the six functional areas to build and prepare for deployment of the new operating model and RNM framework

# The RNM Framework Evolution (Longer-term)

The initial RNM framework will provide a foundation for developing the long-term RNM

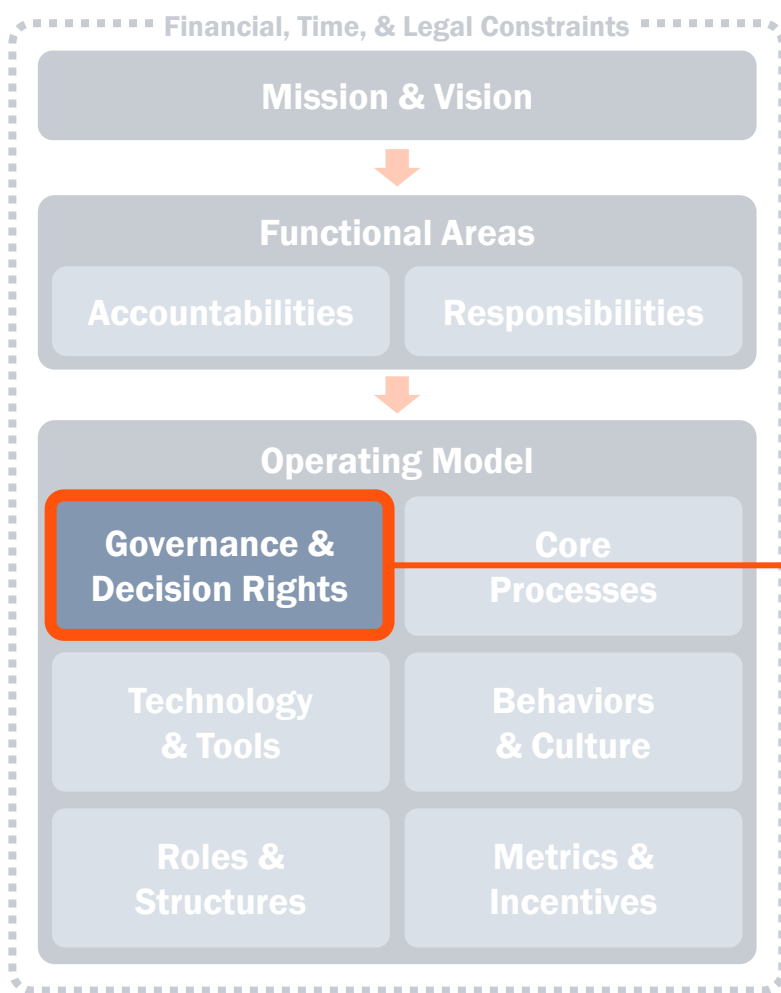
## ILLUSTRATIVE Long-Term RNM Framework



## Observations

- Uses the initial Mission and Vision as guiding principles
- Identifies additional functional areas needed to fulfill Mission / Vision
- Leverages initial considerations to inform allocation of accountabilities and responsibilities as functional requirements grow over time
- Refines the initial operating model/RNM framework as new functional areas are introduced

# Example Evolution of the RNM Framework (Illustrative)



Legacy



Short /  
Near-Term



Longer-  
Term

ILLUSTRATIVE

	Accountability	
	Operator	MTC
Activity 1	✓	
Activity 2	✓	
Activity 3		✓

	Accountability		
	Operator	MTC	+ RNM*
Activity 1	✓		
Activity 2	✓	→ ✓	
Activity 3		✓	→ ✓

	Accountability		
	Operator	MTC	RNM*
Activity 1	✓		
Activity 2		✓	
Activity 3			✓
+ Activity 4			✓
+ Activity 5	✓		

\* RNM column is not intended to imply the creation of a new agency; resolution of where the RNM role resides is still to be determined

# RNM Vision as Guiding Principle

ILLUSTRATIVE

## RNM Vision

<b>What is it?</b>	Design, adequately invest in, and effectively manage a public transit system that is equitable, inclusive, frequent, affordable, accessible and reliable; is integrated with unified service, fares, schedules, customer information and identity; and serves all Bay Area populations, resulting in increased transit ridership and reduced growth in vehicle miles traveled. <i>(Adopted by BRTF)</i>  (i.e., “What is the RNM aiming to achieve?”)
<b>Why is it important?</b>	<ul style="list-style-type: none"><li>▪ Helps people inside and outside the RNM understand <i>what</i> the RNM’s goals are</li><li>▪ Serves as a clear guidepost for setting priorities</li><li>▪ Helps inspire and build collective buy-in for the RNM</li></ul>



The **Mission** and **Vision** for the RNM will emerge from current-state assessment findings and will be a future discussion item. Eventually, the Mission and Vision will serve as long-term guiding principles for decisions regarding the RNM Framework

# Regionalization Considerations & Categories

Will regionalizing this accountability / responsibility...

## 1 Improve the customer experience

Such as:

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

and  
/ or

## 2 Unlock efficiencies

Such as:

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

and  
/ or

## 3 Be feasible

Such as:

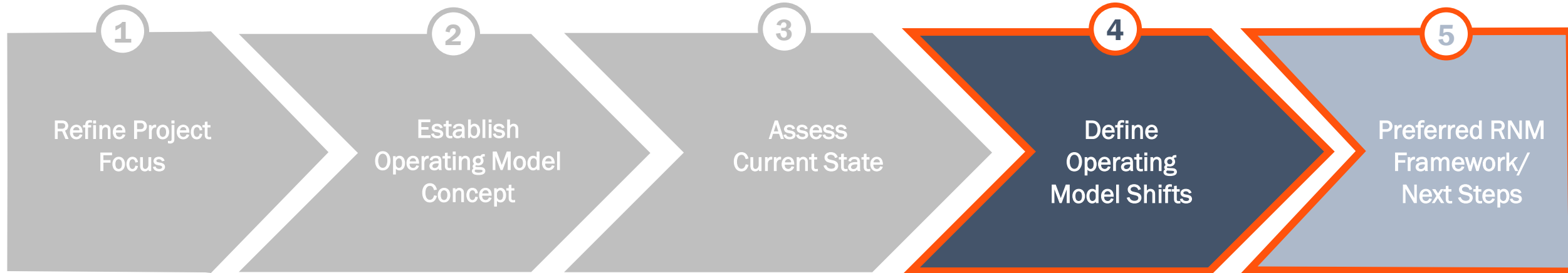
- Is not cost prohibitive
- Within achievable legal / regulatory limitations
- Agency has path to authority, where required
- Is operationally possible



These considerations build upon the basis for regionalization in Memo #1 by creating three overarching categories; this will inform the allocation of accountabilities and responsibilities between the Operators, MTC, and the RNM

# How We Get There

## Upcoming Steps



- Review previous work product
- Define 6 areas
- 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, governance, etc. for 6 areas
- 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 6 areas and incorporate remaining functional areas
- Recommend preferred RNM Framework / Structure and provide actionable Next Steps

# Appendix

# Glossary

Category	Term	Definition
<b>Decision-making</b>	<b>Accountable</b>	The entity (e.g., Operator, MTC, RNM) that is ultimately accountable and makes decisions on an activity
	<b>Responsible</b>	The entity (e.g., Operator, MTC, RNM) that executes an activity
	<b>Authority</b>	Ability – supported by relevant legislation – to set direction and make decisions on how capabilities are allocated and actioned
	<b>Regionalization</b>	The re-allocation of one or more responsibilities / accountabilities from the Operator(s) to a central entity (i.e., the RNM)
	<b>Basis for Regionalization</b>	The criteria used to determine the appropriate allocation of responsibilities / accountabilities between the Operator, MTC, and the RNM
	<b>Local</b>	The Operator level
<b>Conceptual / Design</b>	<b>Operating Model (or Operating Model Framework)</b>	The combination of the operating model elements (e.g., core processes, governance & decision rights)
	<b>Operating Model Shifts</b>	How the operating model will change from current-state to future-state
	<b>Regional Network Manager (RNM)</b>	The organization, function, or team responsible for delivering the regional responsibilities / accountabilities
	<b>Regional Network Management Framework</b>	The combination of the mission, vision, responsibilities, accountabilities, and operating model for the RNM
	<b>Customer Benefits</b>	The direct improvements for transit customers
	<b>Network Management Benefits</b>	The improvements in delivery due to improved regional organization, such as better coordination or ability to deliver customer benefits faster or more cost-effectively
	<b>Functional Area</b>	Specific, high-level grouping of common responsibilities and accountabilities (e.g., Wayfinding, Accessibility); often referred to as “Roles & Responsibilities” in BRTF and other prior work
<b>Operating Model Elements</b>	<b>Behaviors &amp; Culture</b>	Operating Model Element that includes the behavioral norms and practices that define the “way things actually get done”
	<b>Core Processes</b>	Operating Model Element that includes the processes and workflows that allow an organization to complete key activities and achieve target outcomes
	<b>Governance &amp; Decision Rights</b>	Operating Model Element that includes the means by which key decisions are made and accountability is managed
	<b>Metrics &amp; Incentives</b>	Operating Model Element that includes the metrics (e.g., KPIs) or incentives (e.g., bonuses) that drive and measure performance
	<b>Roles &amp; Structures</b>	Operating Model Element that includes the division of responsibilities amongst roles and the organization of those roles
	<b>Technology and Tools</b>	Operating Model Element that includes the hardware, software, and data that provide the means to complete activities or make decisions





# Discussion Questions

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- Do we have the right categories for regionalization considerations?
- Are there certain regionalization considerations that should be weighted more heavily than others?
- Do you agree with using the BRTF Transit Transformation Definition as the Vision Statement to guide this work?
- Are there any additional considerations that should be accounted for in the near-term RNM design that would help us in the long-term as well



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**Attachments:** [Public Comment from Adina Levin](#)

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

**Attachments:**

**From:** [REDACTED]  
**To:** [Wally Charles](#)  
**Subject:** Re: Action Required: Network Management Business Case Advisory Group Meeting Monday, October 17, starting at 10:00 a.m.  
**Date:** Sunday, October 16, 2022 2:21:18 PM

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**\*External Email\***

Hello, Wally and the staff/consulting team working on the Network Management Business Case.

Following are several fine-grained comments relating to details in the problem statement

- 1) Rail and Bus network. The problem statement structure separates the planning of the "rail network" and "bus network." In well-integrated systems, there are local-serving routes that feed into longer-distance routes. This does not mean that every local-serving bus should be focused on making regional connections, but it does mean that the overall system - bus and rail - should be analyzed and designed to improve connections. We need an integrated transit network including a variety of modes.
- 2) Transit priority. This is defined as "bus transit priority", however light rail service that shares intersections with vehicles would also benefit from transit priority. The rider benefits from transit priority should also include more reliable transfers.
- 3) The introduction to the fare section mentions revenue sharing. Should that be included in the list of accountabilities?
- 4) Connected network planning. In addition to the intersections with the transit functional areas, there is also an intersection with housing. The Bay Area's Transit Oriented Communities Policy applies incentives and requirements for transit-rich areas, however transit-rich areas are defined quite narrowly. A robust and eventually well-funded Connected Network Plan has the potential to increase opportunities for affordable housing production, preservation, and tenant protections.
- 5) Fares and wayfinding. According to the earlier wayfinding study, the highest level of Tier 4 Wayfinding depended on Tier 4 fare integration. The Fare Coordination and Integration study did not recommend Tier 4 Fare Integration because it had substantial dependencies on governance, as well as equity issues that would arise in the absence of funding. In a study looking at opportunities to modify governance and lay the groundwork for funding, the deepest levels of integration should be on the table in the medium to longterm. I would be happy to discuss the details with staff/consultants.
- 6) Last but not least, accountability for riders. There should be explicit consideration about how the governance system will be understandable and approachable by riders and institutional customers that depend on the transit system (such as employers or cities). For example, systems of fares, schedules and transfers that require customers to approach two, three, four or more boards in order to express needs and provide feedback on decisions creates significant difficulties for riders and institutional customers.

Thanks for considering these comments.

- Adina