



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*

Monday, December 12, 2022

1:00 PM

REMOTE

The Network Management Business Case Advisory Group is scheduled to meet on Monday, December 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 the recently signed Assembly Bill 361 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/89333808964>

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: 893 3380 8964

International numbers available: <https://bayareametro.zoom.us/j/kmhMVV0EF>

Detailed instructions on participating via Zoom are available at:

<https://bayareametro.zoom.us/j/keF6DXG0Ji>

[https://mtc.ca.gov/how provide public comment board meeting zoom](https://mtc.ca.gov/how_provide_public_comment_board_meeting_zoom)

Members of the public may participate by phone or Zoom or may submit comments by email at 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

3a. [23-0046](#) Approval of the November 14, 2022 Meeting Minutes

Action: Approval

Attachments: [3a Draft Minutes NMBCAG 11 14 2022](#)

4. Information

4a. [23-0047](#) Regional Network Management (RNM) Progress Update, Refinements to Draft Short/Near-Term RNM Framework Recommendation, Standing up RNM, RNM Charter and potential Performance Metrics and Next Steps.

1. Provide an update on progress to date since the November Advisory Group Meeting
2. Review refinements to and clarifications of the draft Short/Near-Term RNM Framework Recommendation, including:
 - Updates to the Short/Near-Term RNM based on feedback received
 - Clarification of the MTC RNM Committee structure
 - Clarification on the multiple points of entry for the “voice of the customer”
 - Clarification on reporting lines for key RNM roles
3. Review a proposed Performance/Evaluative Framework including potential RNM KPIs and Charter
4. Review a proposed 180-Day Plan for standing up the Short/Near-Term RNM
5. Discuss next steps for establishing the RNM

Action: Information

Presenter: Consultant Team

Attachments: [4a Presentation NMBCAG](#)

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.*

5a. [23-0095](#) Public Comments

Attachments:

[Joint Letter SBA SPUR BAC SVLG and TransForm](#)

[Ian Griffiths_Seamless Bay Area](#)

[Stephen Cooper](#)

[BART Pres on MTC NM Business Case Prelim Proposal](#)

6. Chair Closing Remarks

Chair Mulligan

7. Adjournment

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) 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.

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 #: 23-0046 **Version:** 1 **Name:**

Type: Action Item **Status:** Consent

File created: 11/30/2022 **In control:** Network Management Business Case Advisory Group

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

Title: Approval of the November 14, 2022 Meeting Minutes

Sponsors:

Indexes:

Code sections:

Attachments: [3a Draft Minutes NMBCAG 11 14 2022](#)

| Date | Ver. | Action By | Action | Result |
|------|------|-----------|--------|--------|
|------|------|-----------|--------|--------|

Subject:
Approval of the November 14, 2022 Meeting Minutes

Recommended Action:
Approval

Attachments:



375 Beale Street, Suite
800
San Francisco, CA 94105

Meeting Minutes - Draft

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*

Monday, November 14, 2022

1:00 PM

HYBRID (In-Person Option Available)

1. Call Meeting to Order / Roll Call / Confirm Quorum

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

Absent: 1 - Member Smith

2. Chair Comments

3. Consent Calendar

Upon the motion by Board Member Tumlin and second by Board Member Hursh, 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 John-Baptiste, Member Churchill and Member Fitzgerald

Absent: 1 - Member Smith

3a. [22-1719](#) Approval of the October 17, 2022 Meeting Minutes

Action: Approval

Attachments: [Item 3a Draft Minutes NMBCAG 10_17_2022](#)

4. Information

- 4a. [22-1720](#) Regional Network Management (RNM) Progress Update, Functional Areas & Preliminary Draft RNM Framework Review

Provide a recap of key takeaways from October AG Meeting as well as an update on progress to date and next steps. Review preliminary drafts of the future state for the six functional areas and the Regional Network Management Framework. Areas of focus will include:

- Current-state findings and recommended future-state roles and operating models for each functional area
- Preliminary RNM Mission & Vision statements
- A preliminary, aggregated view of the RNM's responsibilities and accountabilities
- A preliminary operating model for the RNM

Action: Information

Presenter: Consultant Team

Attachments: [Item 4a Presentation](#)

- 4b. [22-1721](#) Facilitated Advisory Group Discussion

Action: Information

Presenter: Chair Mulligan

Attachments: [Item 4b Discussion](#)

The following individuals spoke on this item:

Ian Griffiths,
Wendi Kalins, Member of Policy Advisory Council, Vice Chair T-TAP;
Eugene Bradley, Silicon Valley Transit Users;
John Arantes, BART Chapter President SEIU 1021;
Adrian Brandt;
Sandra Lang, PCC Member
David Ying;
Simon Tan;
Monica Mallon; and
Dave Sorrell.

5. Public Comments / Other Business

5a. [22-1722](#) Public Comments

Attachments: [Aaron Baucom](#)
[Alfred Twu](#)
[Auros Harman](#)
[Cate Burkhart](#)
[Coriander Reisbord](#)
[Davis Turner](#)
[Frank Welte PAC](#)
[Joel Vazquez](#)
[Joint Letter SBA SVLG JVSV and TranForm](#)
[Michael Abramson](#)
[Michelle Hayes](#)
[Robin Doran JVSV](#)
[Sam Sadle](#)
[Shahin Saneinejad](#)
[Shay Elkin](#)
[Stephanie Beechem](#)

6. Chair Closing Remarks

7. Adjournment / Next Meeting

The next meeting of the Network Management Business Case Advisory Group is tentatively scheduled for Monday, December 12, 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 #: 23-0047 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 11/30/2022 **In control:** Network Management Business Case Advisory Group

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

Title: Regional Network Management (RNM) Progress Update, Refinements to Draft Short/Near-Term RNM Framework Recommendation, Standing up RNM, RNM Charter and potential Performance Metrics and Next Steps.

1. Provide an update on progress to date since the November Advisory Group Meeting
2. Review refinements to and clarifications of the draft Short/Near-Term RNM Framework Recommendation, including:
 - Updates to the Short/Near-Term RNM based on feedback received
 - Clarification of the MTC RNM Committee structure
 - Clarification on the multiple points of entry for the “voice of the customer”
 - Clarification on reporting lines for key RNM roles
3. Review a proposed Performance/Evaluative Framework including potential RNM KPIs and Charter
4. Review a proposed 180-Day Plan for standing up the Short/Near-Term RNM
5. Discuss next steps for establishing the RNM

Sponsors:

Indexes:

Code sections:

Attachments: [4a Presentation NNBCAG](#)

| Date | Ver. | Action By | Action | Result |
|------|------|-----------|--------|--------|
|------|------|-----------|--------|--------|

Subject:

Regional Network Management (RNM) Progress Update, Refinements to Draft Short/Near-Term RNM Framework Recommendation, Standing up RNM, RNM Charter and potential Performance Metrics and Next Steps.

1. Provide an update on progress to date since the November Advisory Group Meeting
2. Review refinements to and clarifications of the draft Short/Near-Term RNM Framework Recommendation, including:
 - Updates to the Short/Near-Term RNM based on feedback received
 - Clarification of the MTC RNM Committee structure
 - Clarification on the multiple points of entry for the “voice of the customer”
 - Clarification on reporting lines for key RNM roles
3. Review a proposed Performance/Evaluative Framework including potential RNM KPIs and Charter
4. Review a proposed 180-Day Plan for standing up the Short/Near-Term RNM
5. Discuss next steps for establishing the RNM

Presenter:

Consultant Team

Recommended Action:
Information

Attachments:



Regional Network Management (RNM)

REFINEMENTS TO RNM AND NEXT STEPS

DECEMBER 12, 2022

1:00 PM

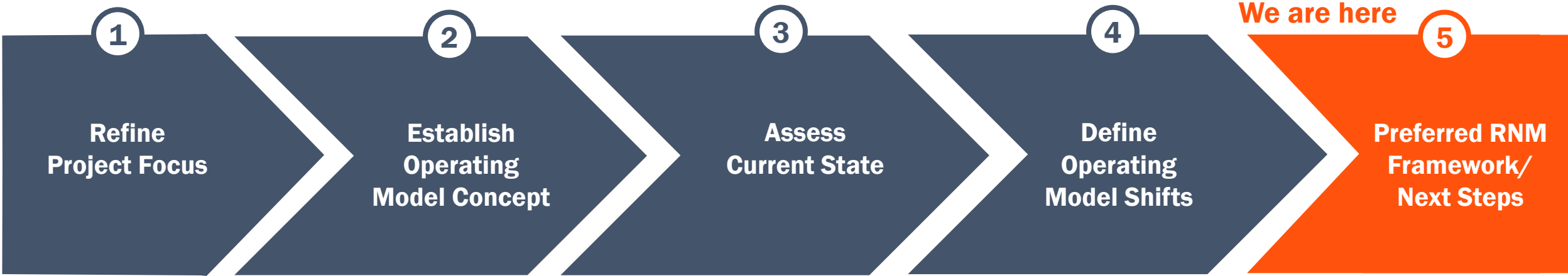
Agenda

- **Welcome & Chair Comments**
Denis Mulligan, Chair (5 min.)
- **Progress Update**
Guy Wilkinson, KPMG (5 min.)
- **Refinements to Short/Near-Term RNM**
Guy Wilkinson, KPMG (20 min.)
- **Draft RNM Charter & Evaluation Framework for RNM Evolution**
Guy Wilkinson, KPMG (10 min.)
- **180-Day Plan for Short/Near-Term RNM**
Guy Wilkinson, KPMG (10 min.)
- **Next Steps**
Guy Wilkinson, KPMG &
Therese McMillan, MTC (10 min.)
- **Public Comment**



Progress Update

Progress Update



- Review previous work product
- Define 6 areas
- Align on outputs

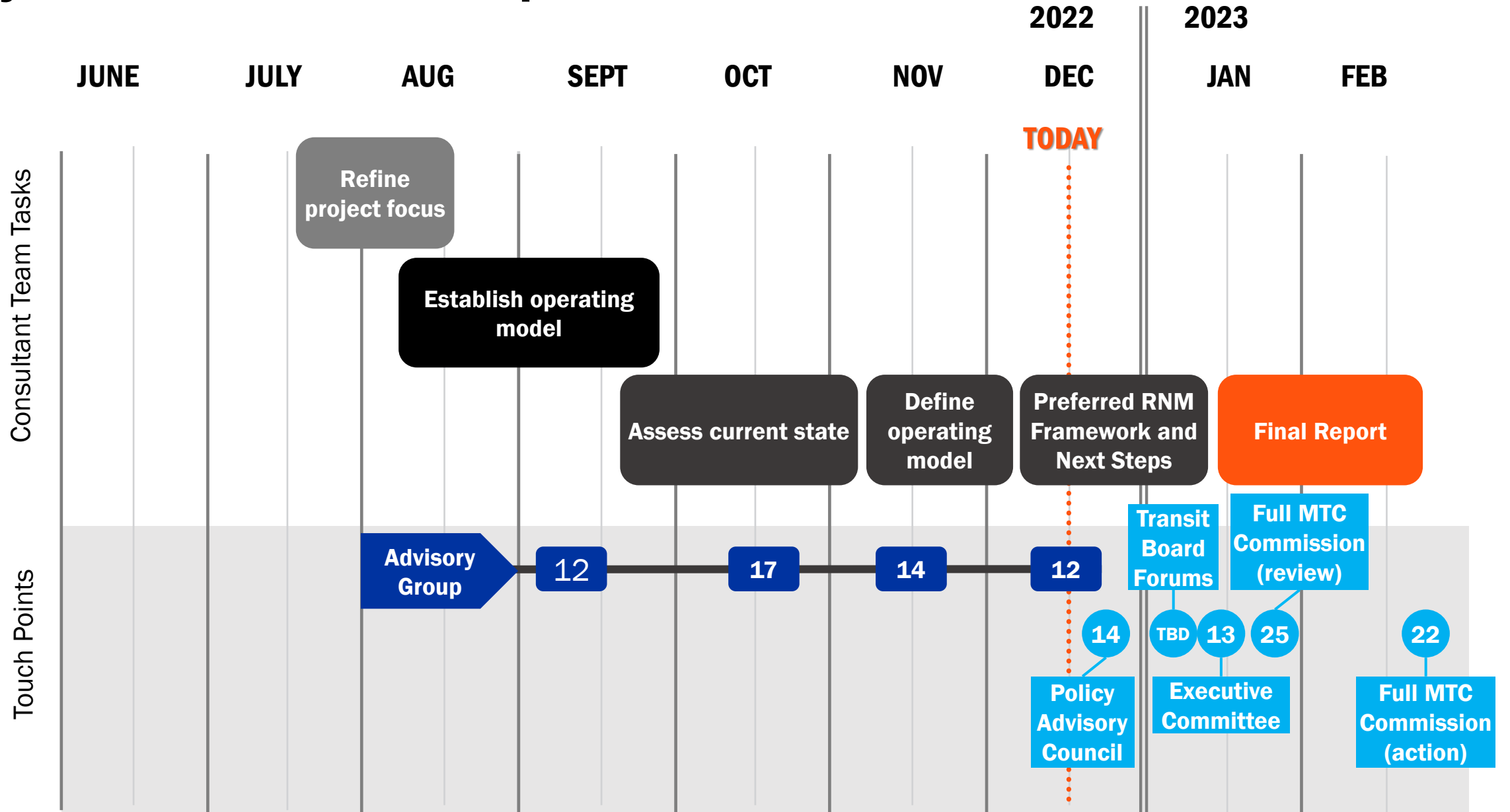
- Outline and describe operating model elements
- Develop data request and categorize returns
- Develop template and undertake initial analysis and evaluation

- 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 and provide a set of actionable next steps**

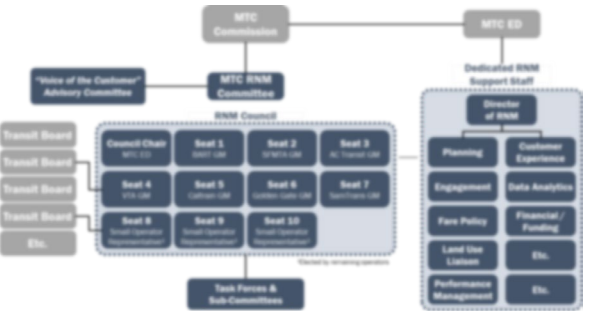
Project Schedule & Touchpoints



Since the November AG Meeting, we have refined the Short/Near-Term RNM after considering your feedback and identified actions needed to stand up the framework



During the last AG meeting, we presented a preliminary Short/Near-Term RNM Framework along with a concept for how it will evolve over the long term



After considering your feedback, we have refined and/or clarified specific elements of the RNM Framework, which we will present today



| Days 0-30 Jan 6 - Mar 6 | Days 31-60 Mar 7 - Apr 27 | Days 61-100 Apr 28 - Jun 28 |
|--|--|--|
| <ul style="list-style-type: none"> Develop initial budget, determine funding requirements, and identify funding sources Finalize RNM Charter Establish RNM Director Search Committee Write RNM Director job description / requisition Complete hiring process for RNM Director Identify and acquire RNM office space / IT needs Identify MTC RNM Committee Members Further define and establish the "Voice of the Customer" Advisory Committee | <ul style="list-style-type: none"> Write job descriptions / requisitions for any immediate Dedicated Support Staff (Days 2-3 staff) Complete hiring process for any immediate Dedicated Support Staff Hold first RNM Council meeting Align on RNM KPIs Sign on immediate action items / priority initiatives for the RNM (e.g. schedule transfers, collective bargaining agreements) Establish any immediate Task Forces or Sub-Committees | <ul style="list-style-type: none"> Establish KPI reporting process and begin reporting on KPIs Hold first MTC RNM Committee meeting Develop and approve annual RNM budget |

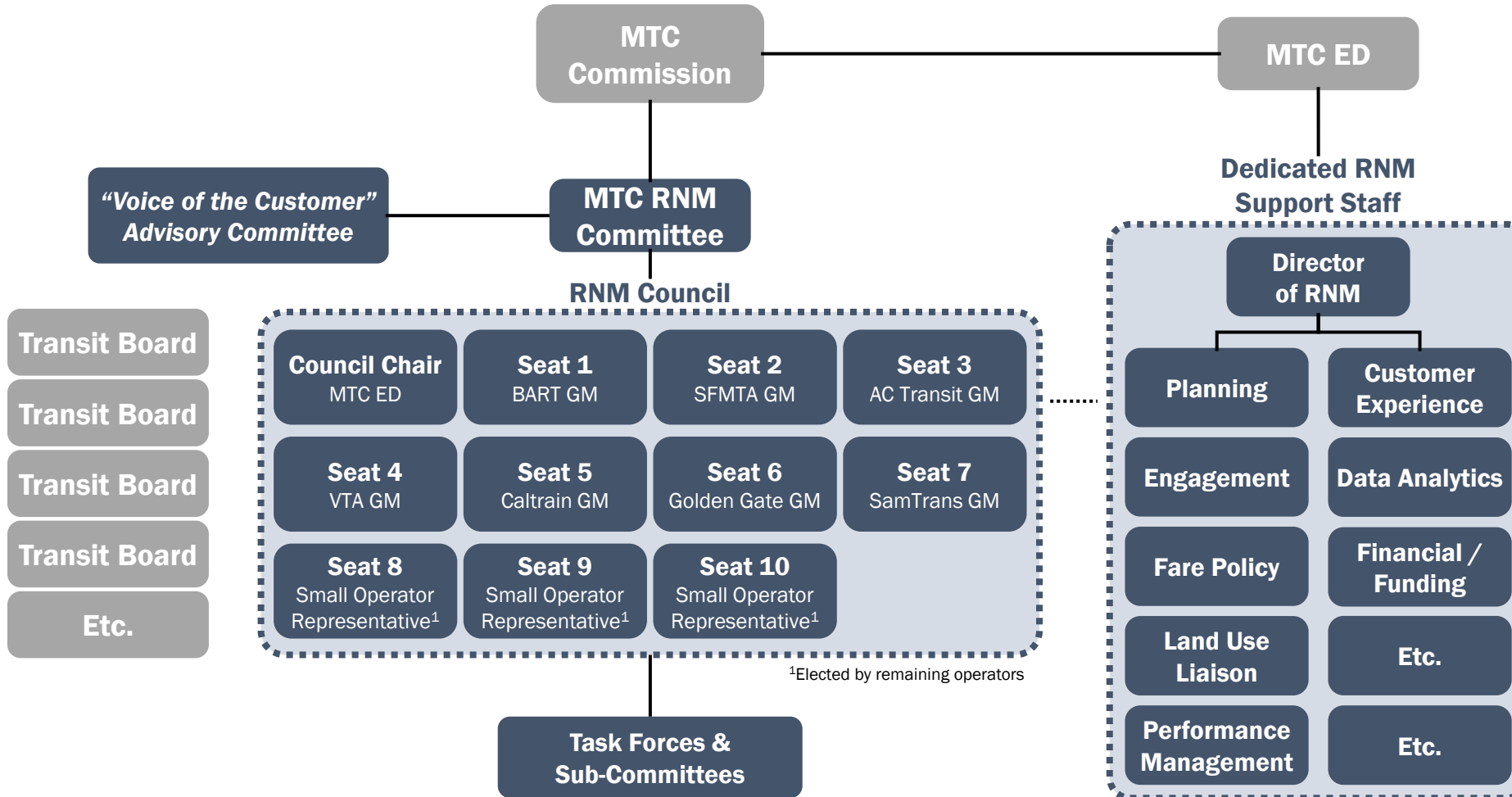
Additionally, we have also identified the actions needed to stand up the Short/Near-Term RNM and have provided some initial ideas for items such as the RNM charter and KPIs which we will also review today

Refinements to Short/Near- Term RNM

Key Refinements to the Short/Near-Term RNM Framework

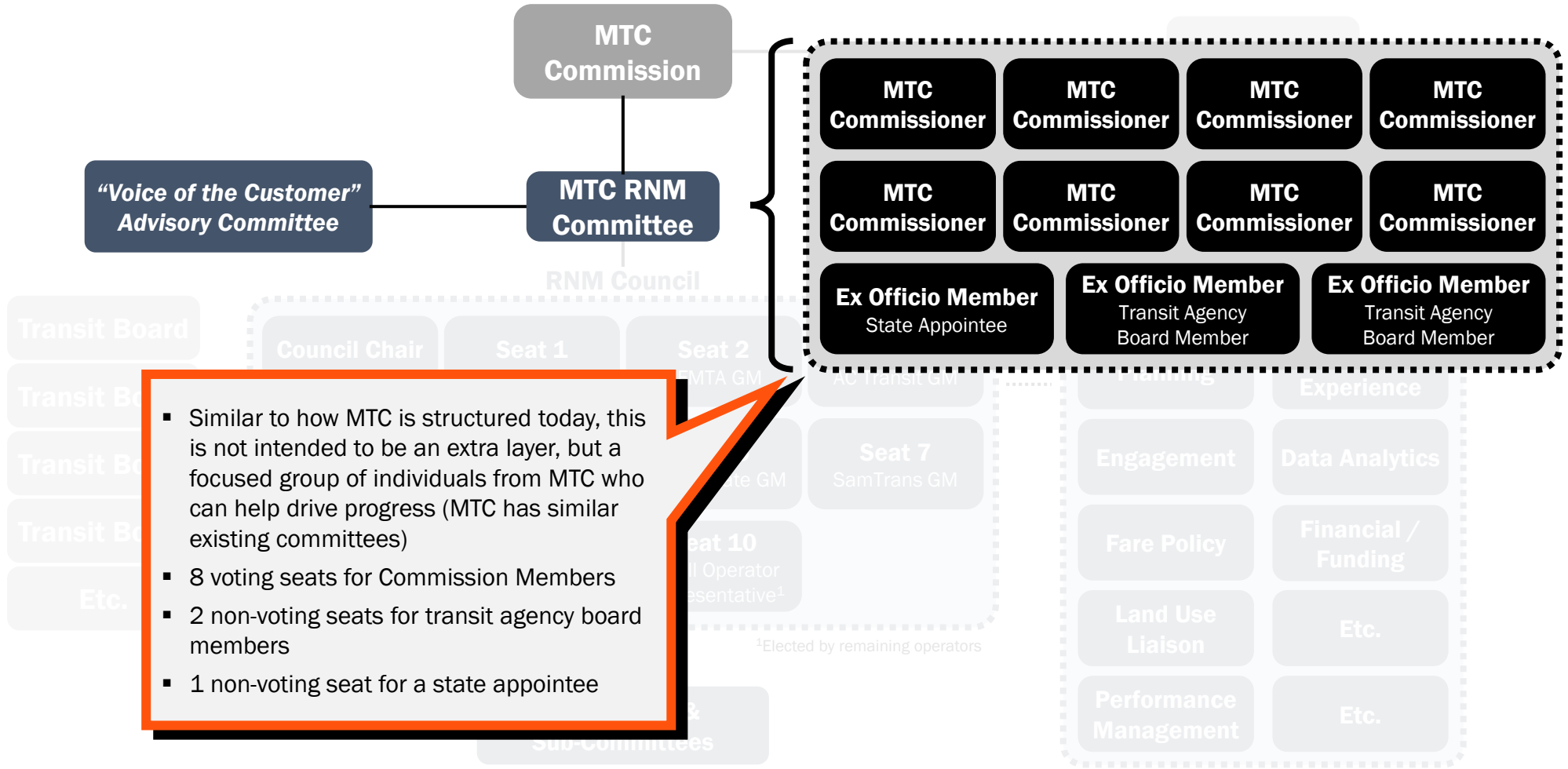
- 1 MTC RNM Committee:** Additional detail added to provide clarification on how MTC will interface with the RNM, which includes the MTC Board, the MTC Executive Director, and a new Committee within MTC (note that this committee structure / approach is typical to how MTC does business)
- 2 “Voice of the Customer” Advisory Committee:** Reporting line moved from RNM Council to MTC, to reflect expectation that the Advisory Committee will present reports to MTC RNM Committee to support informed decision making; additional detailed provided on proposed structure
- 3 Transit Boards:** Transit Boards added to the graphic to help demonstrate the important role that transit boards will play in approving implementation plans proposed by the RNM for individual Operators
- 4 Director of RNM:** Title changed from “Director of RNM Operations” to “Director of RNM” to avoid confusion with the typical use of “operations” (i.e., operating a transit system) (*note: Director of RNM will report to MTC Executive Director; however, level of role with MTC is to be determined*)
- 5 Dedicated Support Staff:** Two additional roles added to support the voice of the customer: (1) Customer Experience and (2) Data Analytics
- 6 RNM Council:** Name changed from “RNM Executive Board” to “RNM Council” to avoid confusion between other executive boards (e.g., Clipper Executive Board, ABAG Executive Board, MTC Executive Committee)
- 7 RNM Council Facilitator:** Facilitator role removed as a facilitator is likely not needed, or could be hired on an as-needed basis
- 8 Long-Term RNM:** Recurring 2-year formal performance review added to help ensure that the RNM continues to evolve over time

Updated Short / Near-Term RNM



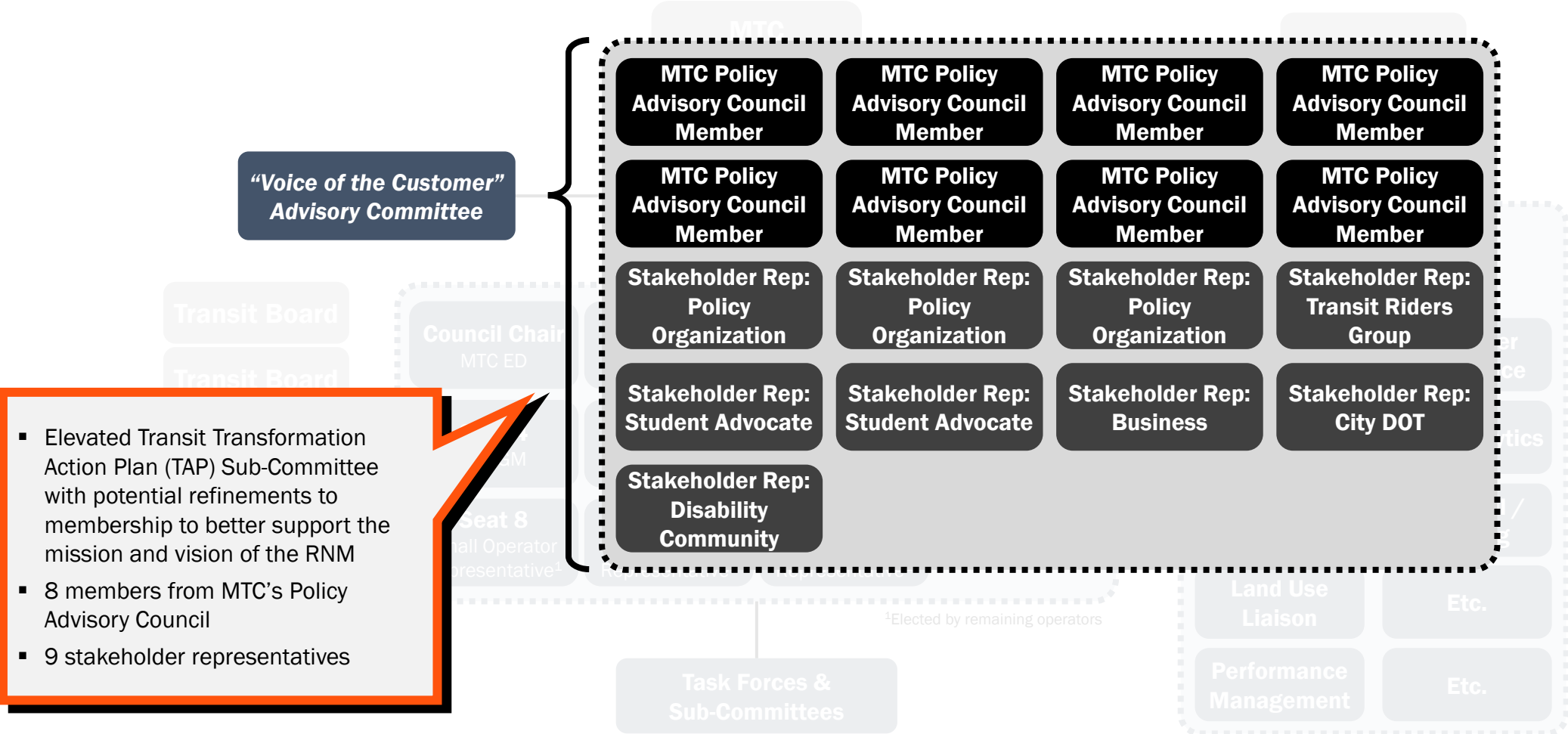
- ✓ **Customer Focused:**
 - Enables highly inclusive decision making to bring a broad range of perspectives
 - Multiple engagement points for the “Voice of the Customer” to prioritize customers in decision making
- ✓ **Structured for Scale:**
 - Task Forces and Sub-Committees can be added or subtracted as additional Functional Areas are added or regional priorities shift
 - 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
- ✓ **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

MTC RNM Committee



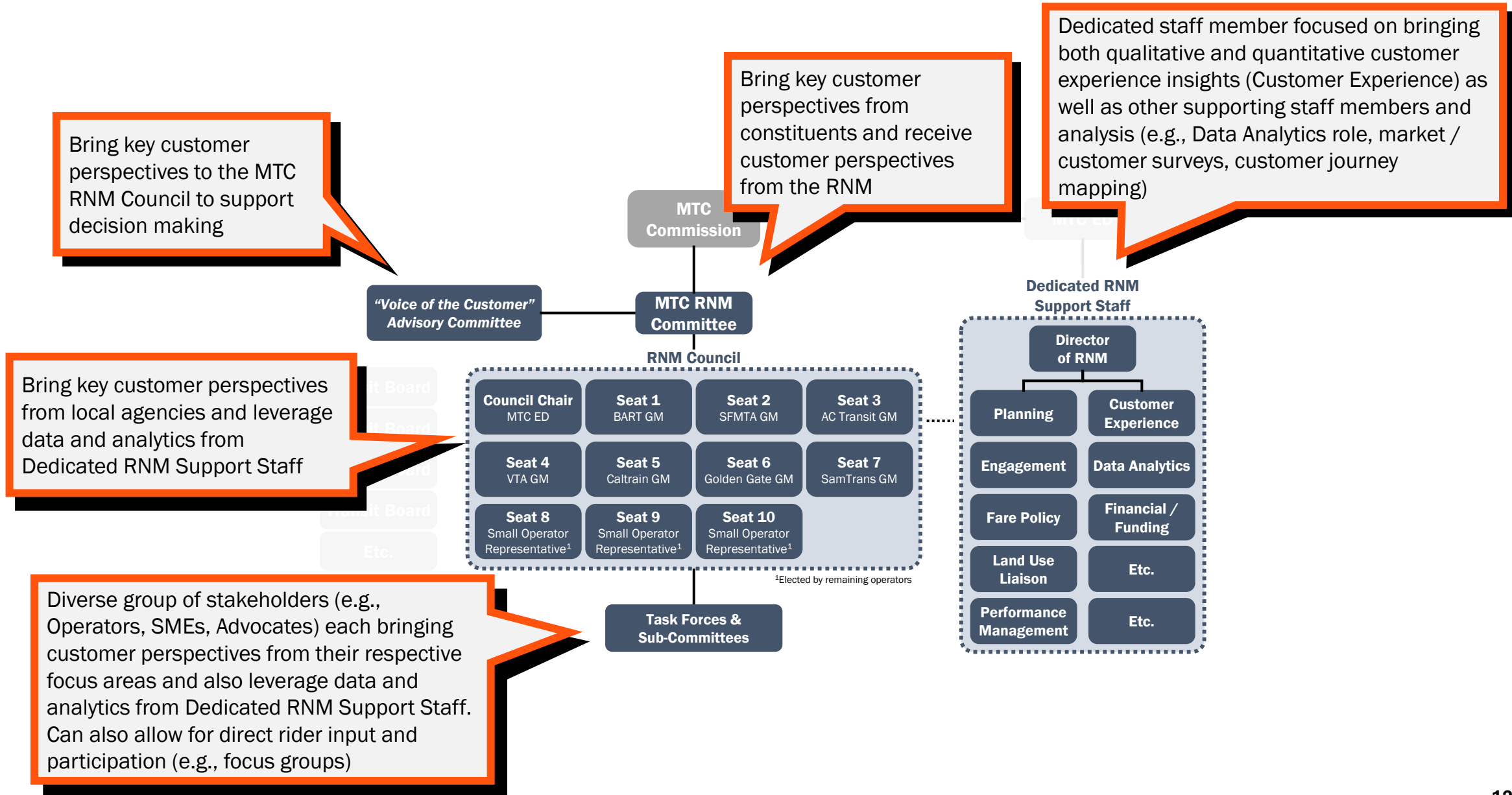
- Similar to how MTC is structured today, this is not intended to be an extra layer, but a focused group of individuals from MTC who can help drive progress (MTC has similar existing committees)
- 8 voting seats for Commission Members
- 2 non-voting seats for transit agency board members
- 1 non-voting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

Voice of the Customer Advisory Committee



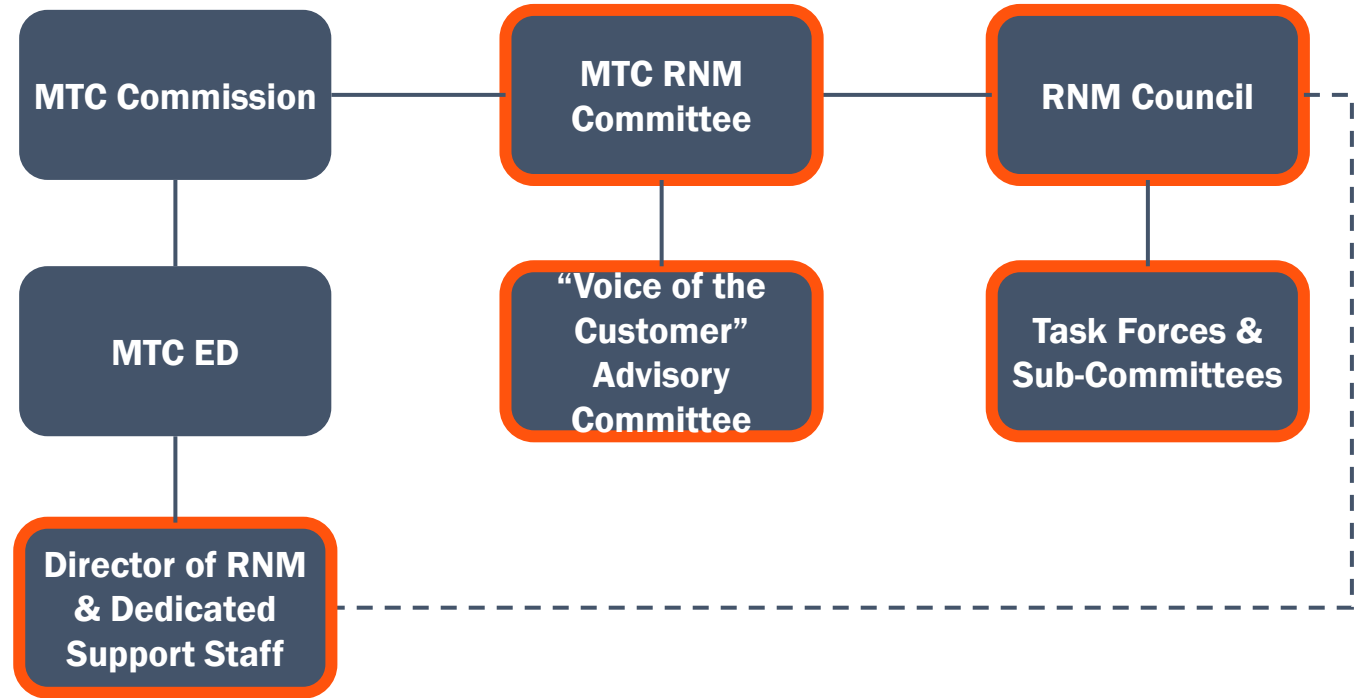
- Elevated Transit Transformation Action Plan (TAP) Sub-Committee with potential refinements to membership to better support the mission and vision of the RNM
- 8 members from MTC’s Policy Advisory Council
- 9 stakeholder representatives

Engagement Points for the Voice of the Customer



Where the RNM Sits (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)



Draft RNM Charter and Evaluation Framework for RNM Evolution

Draft Charter for Short/Near-Term RNM (Illustrative)

Note: Charter is intended to provide a simple view of the RNM mission, vision, and objectives as well as set clear expectations for operations

Mission

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

Vision

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

Roles & Responsibilities

- **MTC/MTC RNM Committee:** Leverage existing regional purview and planning capabilities to help set the regional vision and policies for transit in the Bay Area and drive the direction of the RNM
- **RNM Council:** Council comprised GM-level Operator and MTC representatives who understand transit operations and can represent the interests of their stakeholders, make critical recommendations on regional policies, and provide leadership and implementation of policies
- **“Voice of the Customer” Advisory Committee:** Group of stakeholders who represent the customer and can help inform decision-making with the customer in mind
- **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

Key Performance Indicators (KPIs)

| Benefits KPIs | | | Program KPIs |
|-------------------|------------------------|-----------------------|-------------------------|
| Customer Benefits | Network Mgmt. Benefits | Other Public Benefits | RNM Program Performance |
| ▪ TBD | ▪ TBD | ▪ TBD | ▪ TBD |
| ▪ TBD | ▪ TBD | ▪ TBD | ▪ TBD |
| ▪ TBD | ▪ TBD | ▪ TBD | ▪ TBD |

Note: See example KPIs on next page

Meeting Cadence

- **MTC RNM Committee:** Every other month (minimum)
- **RNM Council:** Monthly (minimum)
- **“V.O.C.” Advisory Committee:** Every other month (minimum)
- **Task Forces & Sub-Committees:** To be determined on an individual basis

Continuous Improvement

- RNM Program KPIs to help inform improvement needs
- Continuous improvement of RNM operations to be driven by Director of RNM and Dedicated Support Staff
- Continuous improvements to RNM framework to be driven by RNM Council
- Formal review of RNM to be completed by MTC 2 years after establishment

Reporting Requirements

- **Bi-Monthly (Every Other Month) Progress Report to MTC RNM Committee** (RNM Council)
- **Semi-Annual Report on Achievements, KPIs, and Next Steps** (RNM Council)
- **Bi-Monthly (Every Other Month) Voice of the Customer Report** (V.O.C. Advisory Committee)

KPIs & Priority Initiatives (Illustrative)

| KPIs | | | |
|--|--|---|---|
| Benefits KPIs | | | Program KPIs |
| <p>KPIs to track the achieved benefits of regional transit and inform regional transit policy decisions</p> | | | <p>KPIs to monitor the performance of the RNM and inform RNM evolution</p> |
| <p>Customer Benefits</p> <p>—</p> <p><i>Examples include:</i></p> <ul style="list-style-type: none"> ▪ Connection times ▪ Regional commute time ▪ % of accessible transit stations ▪ Etc. | <p>Network Management Benefits</p> <p>—</p> <p><i>Examples include:</i></p> <ul style="list-style-type: none"> ▪ Regional ridership ▪ Total regional operating costs ▪ Regional fare revenue ▪ Etc. | <p>Other Public Benefits</p> <p>—</p> <p><i>Examples include:</i></p> <ul style="list-style-type: none"> ▪ Commute mode choice ▪ GHG Emissions ▪ % of income spent on transit ▪ Etc. | <p>RNM Program Performance</p> <p>—</p> <p><i>Examples include:</i></p> <ul style="list-style-type: none"> ▪ % and timeliness of priority initiatives complete ▪ % of RNM vacancies ▪ Regional policies implemented ▪ Etc. |

| Priority Initiatives |
|---|
| <p>Initiatives identified as priority items for the RNM to address (e.g., BRTF outcomes)</p> |
| <p><i>Examples include:</i></p> <ul style="list-style-type: none"> ▪ Fares and Payment: Simpler, consistent, and equitable fare and payment options attract more riders (BRTF) ▪ Wayfinding & Mapping: Integrated mapping, signage, and real-time schedule information to make transit easier to navigate and more convenient for both new and existing riders (BRTF) ▪ Connected Network Planning: Bay Area transit services are equitable planned and integrally managed as a unified, efficient, and reliable network (BRTF) ▪ Etc. |

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



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



Establish & Expand Regional Tools



Refine Processes & Enhance Incentives



Sharpen Authorities



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?



Note: Illustrative

180-Day Plan for Short/Near- Term RNM

180-Day Plan for Standing up the RNM (PRELIMINARY)

Note: 180-Day plan to be finalized following further approvals by MTC leadership

| Pre-Launch (Dec 13 – Feb 28) | Days 0-60 (Mar 1 – Apr 30) | Days 61-120 (May 1 – Jun 30) | Days 121-180 (Jul 1 – Aug 30) |
|--|--|--|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Develop initial budget, determine funding requirements, and identify funding sources <input type="checkbox"/> Write RNM Director job description / requisition <input type="checkbox"/> Finalize RNM Charter <input type="checkbox"/> Develop draft MOU (or other agreement mechanism) <input type="checkbox"/> Write job descriptions / requisitions for any immediate Dedicated Support Staff (likely 2-3 staff) <input type="checkbox"/> Identify members for the “Voice of the Customer” Advisory Committee <input type="checkbox"/> Determine mechanism to enable seconded staff <input type="checkbox"/> Obtain final approval from MTC Commission on RNM for launch | <ul style="list-style-type: none"> <input type="checkbox"/> Align on RNM KPIs <input type="checkbox"/> Align on Priority Initiatives <input type="checkbox"/> Begin hiring process for RNM Director <input type="checkbox"/> Begin seeking MOU approval from Transit Boards <input type="checkbox"/> Begin hiring process for any immediate Dedicated Support Staff <input type="checkbox"/> Identify MTC RNM Committee Members (after new chair of MTC is appointed) <input type="checkbox"/> Hold first MTC RNM Committee meeting <input type="checkbox"/> Hold first Voice of the Customer Advisory Committee meeting | <ul style="list-style-type: none"> <input type="checkbox"/> Hold first RNM Council meeting <input type="checkbox"/> Hold second Voice of the Customer Advisory Committee meeting <input type="checkbox"/> Hold second MTC RNM Committee Meeting <input type="checkbox"/> Develop and approve annual RNM budget | <ul style="list-style-type: none"> <input type="checkbox"/> Establish KPI reporting process and begin reporting on KPIs <input type="checkbox"/> Issue first Bi-Monthly (Every Other Month) Progress Report to MTC RNM Committee <input type="checkbox"/> Hold second RNM Council meeting <input type="checkbox"/> Hold third Voice of the Customer Advisory Committee meeting <input type="checkbox"/> Hold third MTC RNM Committee Meeting <input type="checkbox"/> Hold second RNM Council Meeting |

Estimated Initial Budget to Stand Up the RNM

| Role | Quantity | Fully Loaded Staff Costs ¹ | Total |
|------------------------|----------|---------------------------------------|-----------------|
| Director of RNM | 1 | \$600k | \$600k |
| Dedicated Staff Member | 2-3 | \$350k - \$500k | \$700k - \$1.5m |

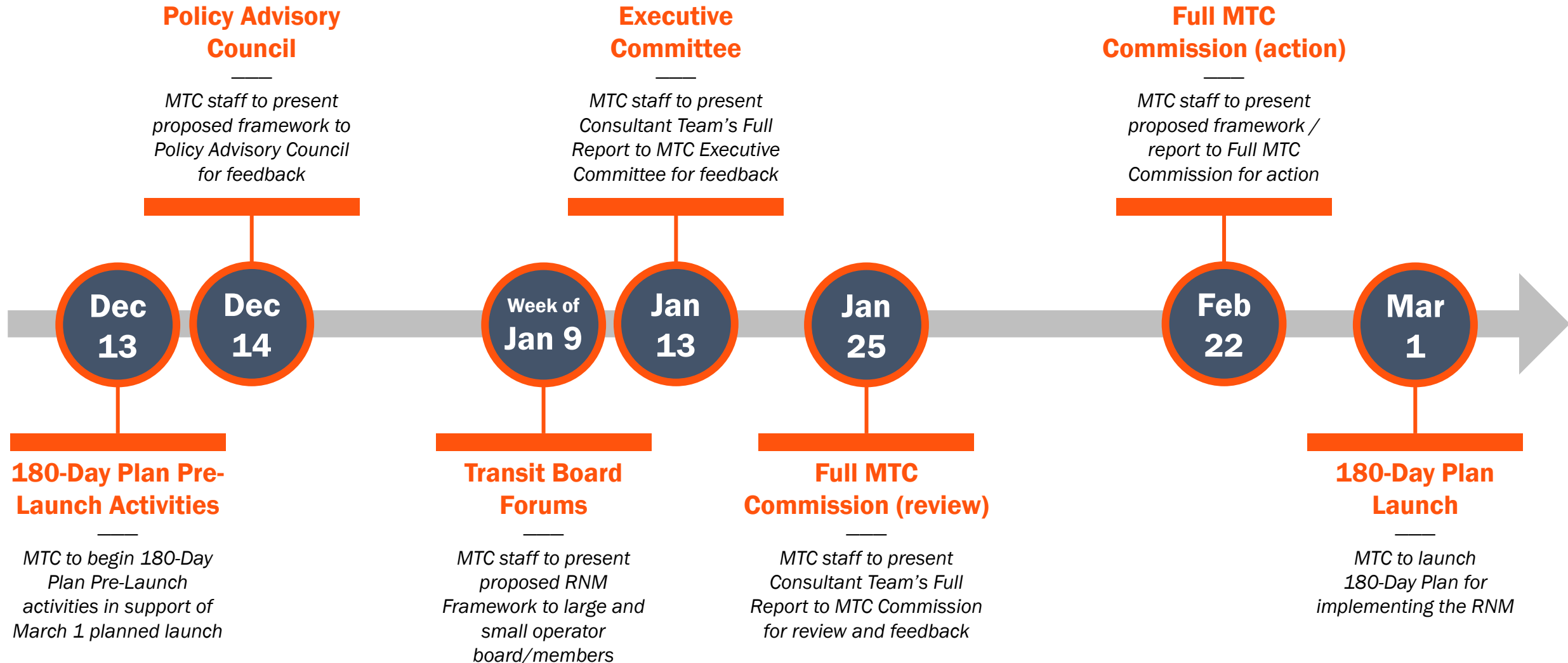
Note: these values are for incremental personnel and would be in addition to those currently working in similar capacities at MTC and Transit Agencies

\$1.3m - \$2.1m

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

Next Steps

Next Steps & Milestones



Discussion Questions

| Topic | Discussion Questions |
|---|--|
| 1 Updated Short / Near-Term RNM (Slide 9) | Does the updated Short / Near-Term RNM effectively reflect your feedback? Are there any other refinements that should be considered at this stage? |
| 2 180-Day Plan (Slide 20) | What feedback do you have on the activities and their respective timing in the 180-Day Plan? Are there any activities that we are missing? |

Appendix

The RNM 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

Proposed RNM Mission & Vision 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

Regionalization for each Functional Area was based on the identified 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
- Increase affordability

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
- Enable / attract funding

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

Preliminary Regional Role for Functional Area Activities

Fare Integration Policy

- Set the **regional vision** for fare integration (C/F)
- Establish regional fare integration **policies** (e.g., Tier 3/4) (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)

Wayfinding & Mapping

- Set the **regional vision** for wayfinding (C/F)
- Establish regional wayfinding **policies** (e.g., design standards, compliance requirements) (C/E/F)
- Establish policy implementation plans, including the **identification of funding** (E/F)
- Deliver centralized procurement, where relevant (E/F)

Accessibility

- Embed accessibility within each of the other functional area plans (C/F)
- Define a regional vision for paratransit operations (C/F)
- Identify improvements needs re: implementation of paratransit policies and requirements (C/F)
- Establish a regional implementation plan (C/E/F)

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 (see slide 14 for key operating model needs)

Bus Transit Priority

- Set the **regional vision** for BTP (C/F)
- *For BTP Corridors:* Define corridors, establish standard data / reports; identify needs / initiatives; serve as the central coordination point for state, county, and city stakeholders (C/E/F)
- *For Non-BTP Corridors:* Recommend potential initiatives; serve as the central coordination point for state, county, and city stakeholders (C/E/F)
- Establish policy implementation plans, including the identification of funding (E/F)

Rail Network Mgmt.

- Set the **vision** for the regional rail network (C/F)
- Translate regional vision into regional implementation plan (project prioritization, sequencing, integration points, project funding, delivery approach, etc.) (C/E/F)

Connected Network Planning

- Identify critical regional transit gaps to create CNP (C/F)
- Establish and create data tools for regional planning (E/F)
- Identify funding priorities and establish service standards (C/E/F)
- Draft changes to CTP guidelines to include identified regional transportation gaps in county planning process (C/F)

Legend: C = Improve the Customer Experience E = Unlock Efficiencies F = Be Feasible

The current-state assessment revealed cross-cutting challenges for which the RNM Operating Model will be focused to address:

Governance and Decision Rights

- Need to establish a single entity to coordinate / drive regional decision making
- Need to place existing / potential customers at the forefront of decision making
- Need to provide then RNM with clear policy purpose and hold the RNM accountable for delivery
- Need to establish common regional objectives / vision

Metrics and Incentives

- Need to establish standardized regional metrics
- Need to give the RNM authority / incentivize participation in regional activities (e.g., through new approaches to funding)
- Need to be able to obtain commitment from the participants in the RNM

Roles and Structures

- Need to leverage existing resource capabilities and capacities in the short/near term, but enable ability to scale over the long term
- Need to provide technical and communications capacity to support Operators
- Need to include a broad range of stakeholders

Behaviors and Culture

- Need to promote collaboration and trust between policy funding bodies and implementation bodies
- Need to ensure cross-integration of regional priorities
- Need to find right leader to drive the growth and success of the RNM and regional objectives

Core Processes

- Need to improve planning / coordination processes
- Need to provide a simpler interface for key stakeholders / riders to provide input or coordinate activities
- Need to enable faster and more inclusive decision-making processes

Technology and Tools

- Need to establish regional tools (e.g., regional travel market/demand model)
- Need to establish common language for data collection and reporting
- Need to enable centralized / shared procurement, where beneficial / possible



To address these challenges, the RNM will need three key elements

Regional Visioning Element

- Set the strategic vision / direction and ensure outcomes for customers
- Be accountable for regional transit network policy and priorities
- Approve / create / revise regional policies
- Approve new and existing sources of funding
- Provide a voice to key stakeholders to enable trust

Steering Element

- Provide / reach consensus on policy recommendations (to be approved by Regional Visioning Element or Operators)
- Define and report performance metrics on outcomes for RNM
- Guide Administrative / Operational Element on execution

Administrative / Operational Element

- Provide a dedicated staff and tools to enable execution and provide capacity support
- Develop policy recommendations / options to be acted on by Steering Element
- Support the Steering Element through subject matter expertise, execution, and coordination
- Provide a voice to key stakeholders to enable trust

These three elements can be delivered through several components

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

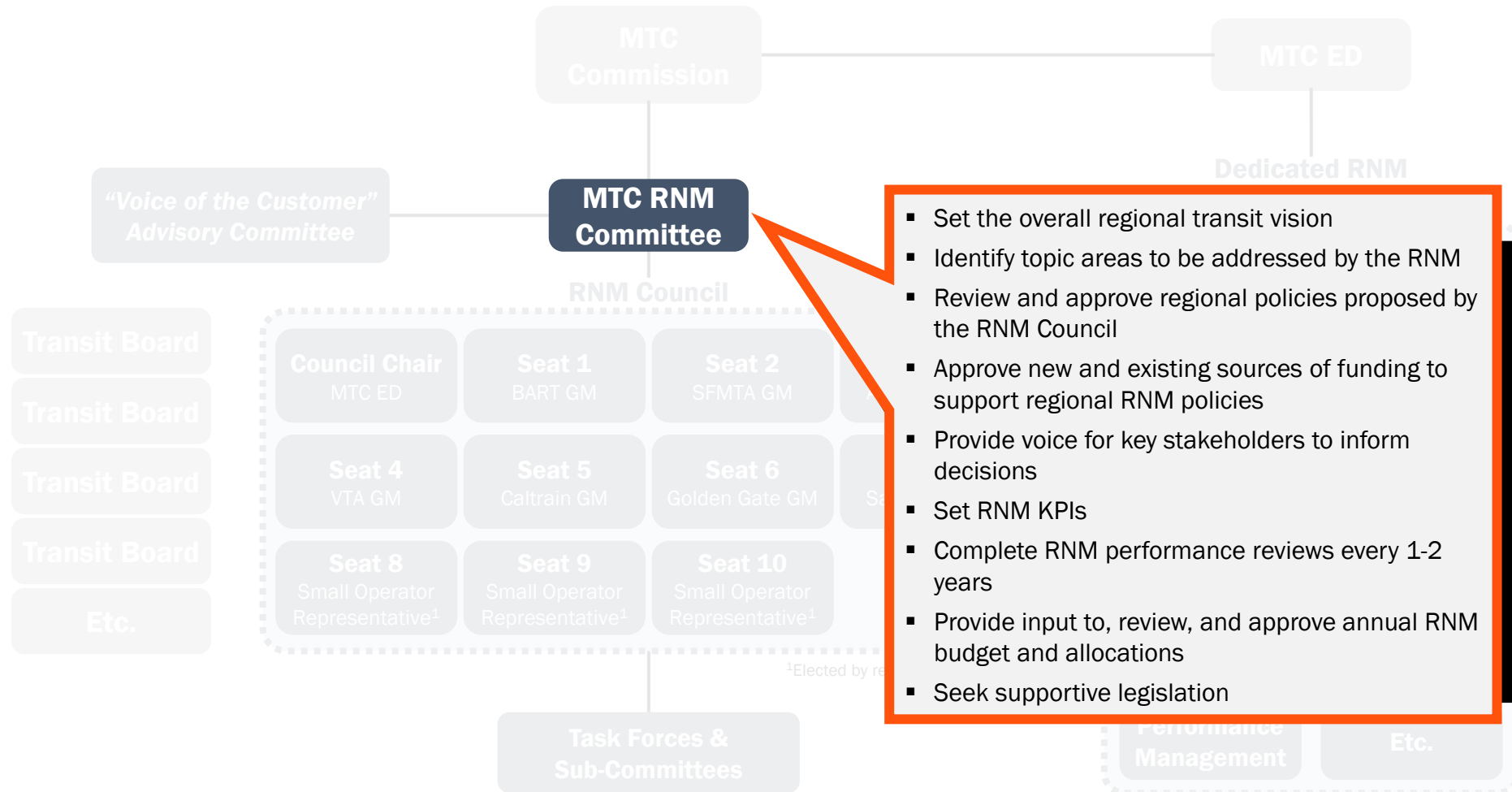
RNM Council: Council comprised GM-level Operator and MTC representatives who understand transit operations and can represent the interests of their stakeholders, make critical decisions on regional polices, and provide leadership

Administrative / Operational Element

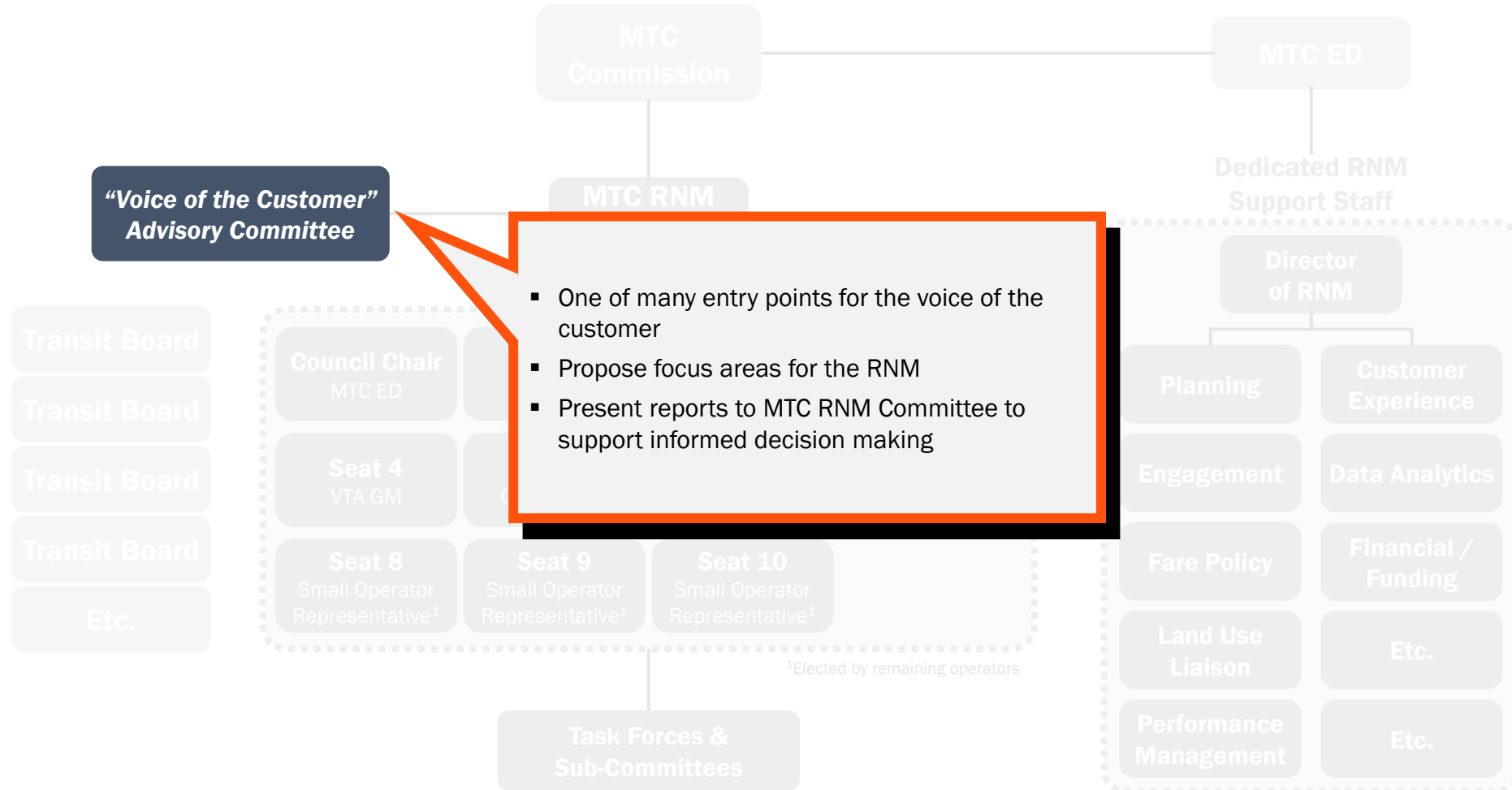
Dedicated RNM Support Staff: Group of dedicated staff (potential opportunity for seconded staff as well) with a broad range of capabilities and expertise to support the operations and analysis of the RNM

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

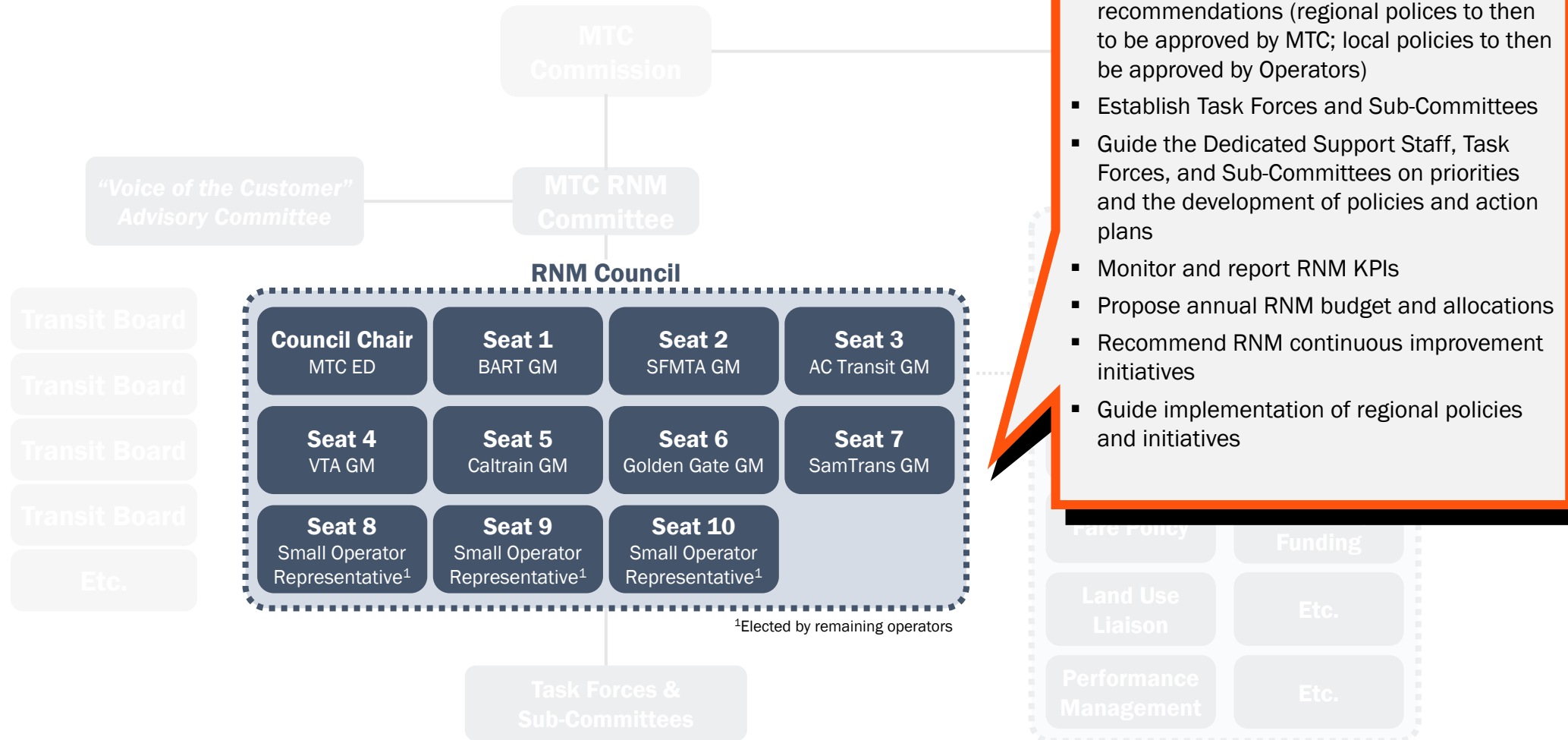
Proposed Short / Near-Term RNM



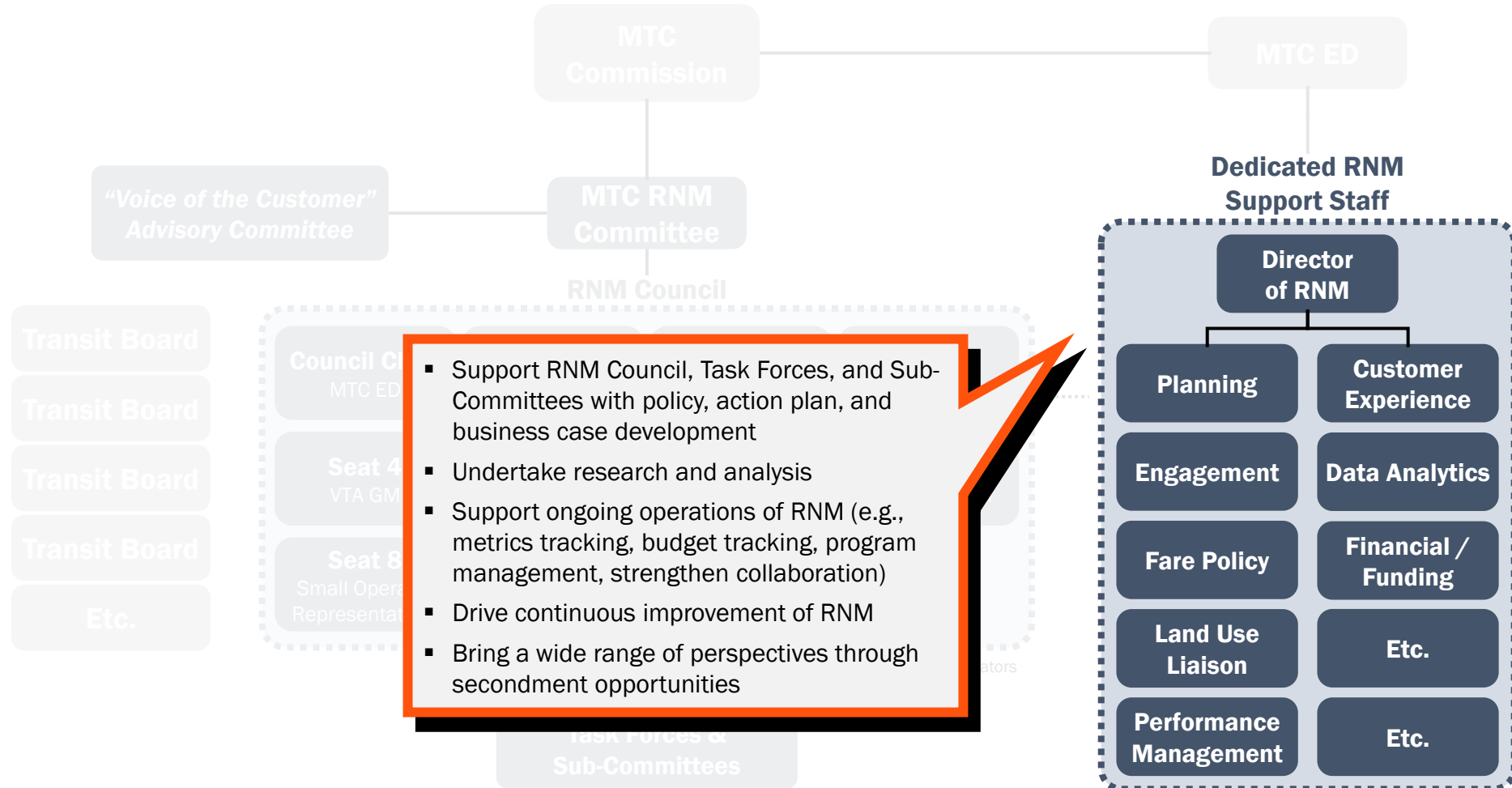
Proposed Short / Near-Term RNM



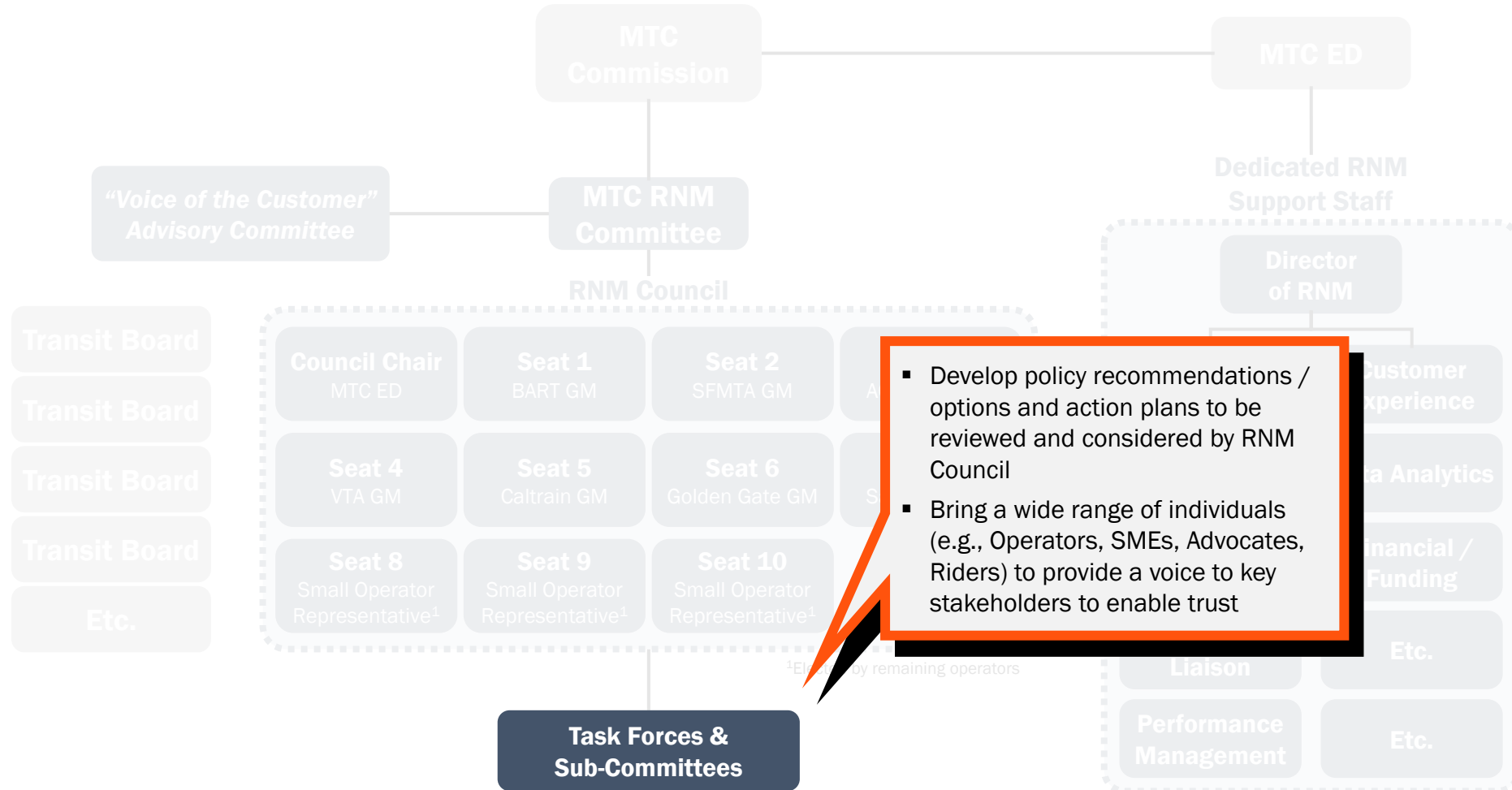
Proposed Short / Near-Term RNM



Proposed Short / Near-Term RNM



Proposed Short / Near-Term RNM





Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 23-0095 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 12/11/2022 **In control:** Network Management Business Case Advisory Group

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

Title: Public Comments

Sponsors:

Indexes:

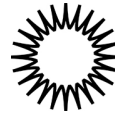
Code sections:

Attachments: [Joint Letter SBA SPUR BAC SVLG and TransForm](#)
[Ian Griffiths Seamless Bay Area](#)
[Stephen Cooper](#)
[BART Pres on MTC NM Business Case Prelim Proposal](#)

| Date | Ver. | Action By | Action | Result |
|------|------|-----------|--------|--------|
|------|------|-----------|--------|--------|

Subject:
Public Comments

Attachments:



SPUR



SILICON VALLEY
LEADERSHIP GROUP

Chair Mulligan and Executive Director McMillian,

We appreciate the extensive discussion of the preliminary regional network management structure presented at the November 14th Network Management Advisory Group meeting. Contemplating changes to how we govern and manage transit is difficult, but progress on Network Management is essential to building the collective trust and alignment necessary for the region to address the urgent fiscal challenges transit faces over the coming years. While the proposed structure represents a significant step, we believe there are a number of areas where the proposal could be strengthened and clarified. Our organizations hope to see the below comments addressed in December when a refined proposal is scheduled to be presented to the Advisory Group.

- 1) **Clarify and strengthen policy-maker engagement.** The proposed Regional Network Management (RNM) structure relies heavily on a staff-level “Executive Board” to direct a range of complex work. This approach should be balanced with more detail regarding how policymakers (via the Metropolitan Transportation Commission acting as the “Regional Visioning” element) will be meaningfully engaged on an ongoing basis. We strongly encourage the designation of an MTC committee to facilitate regular, in-depth involvement by Commissioners in the work of network management. We further urge that membership on this committee be expanded to include participation by a select group of transit-agency board members, state appointees, and customer representatives.
- 2) **Set a defined term and scope.** The preliminary RNM structure is an interim step and we believe that it should be bound to a defined timeframe and a specific scope of work that is mutually agreed to by both MTC and the RNM Executive Board. We suggest an initial time frame of two years with an option to extend duration based on the performance of the preliminary RNM, the need to add or adjust scope, and progress toward the development of a more durable long term RNM structure.
- 3) **Commit to evaluating performance and evolving structure.** Given that the proposed structure is preliminary, the MTC will need to undertake a parallel process to identify and work toward the implementation of a long-term RNM model. We believe the MTC should

initiate this process in 2023 and should also plan to evaluate the performance of the preliminary RNM structure as a basis for both informing the design of the permanent RNM model and for making interim improvements. While the RNM Executive Board will be a critical stakeholder in this effort, it should not direct the work. Governance changes are inherently the realm of policymakers and it is not appropriate for a staff body to directly oversee or direct this effort as part of their scope.

- 4) Define the ‘Advisory Function’ and ensure customer representation.** The “Voice of the Customer” Advisory Function should be more clearly defined. Rather than creating an additional body, we suggest adapting the existing Policy Advisory Council Transit Transformation Action Plan Subcommittee to serve this function and further suggest clarifying that this group has an advisory relationship to the MTC and its committees (and not to the RNM Executive Board). Finally, we urge MTC to consider that in addition to an advisory committee, detailed market research, customer surveys and data analysis are an essential way to understand the “voice” of the customer. These types of activities should be included and resourced as part of the administrative and operations element in the preliminary RNM structure.

- 5) Strengthen and add detail to staffing approach.** We strongly support the proposal for dedicated staffing, particularly the potential for the seconding of transit agency and MTC staff within a unified structure. We suggest clarifying that the reporting structure for staff runs through the MTC Executive Director and we urge both MTC and the operators to provide this group with the necessary resourcing and internal authority to successfully execute on an ambitious and challenging work program.

Thank you for your consideration of these comments and your ongoing work to improve our region’s transit systems. We look forward to continuing the discussion at the next Network Management Advisory Group meeting in December.

Sebastian Petty
Transportation Policy Manager, SPUR

Emily Loper
Vice President of Public Policy, Bay Area
Council

Ian Griffiths
Policy Director, Seamless Bay Area

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

Zack Deutsch-Gross
Policy Director, TransForm



December 11, 2022

Re: Dec. 12 Network Management Business Case Advisory Group Meeting
Item 4a. Regional Network Management (RNM) Progress Update

Chair Mulligan & Vice Chair John-Baptiste,

We appreciate the opportunity to review the refined Short/Near-Term RNM structure to be presented at the December 12th meeting.

We are happy to see that the refined Short/Near-Term RNM structure has incorporated some of the feedback from Advisory Group members and the Policy Advisory Group TAP Subcommittee members:

- We support the concept of having a new “MTC RNM Committee” made up of both MTC commissioners and others with relevant roles - including transit agency board members not represented on MTC, and a state appointee. We feel that this proposal would be further strengthened if the non-MTC committee members had voting seats on the committee instead of having a non-voting status.
- We support having the “Voice of the Customer” Advisory Committee provide input directly to the MTC RNM Committee, as opposed to the RNM Council. We continue to believe that a representative of the Voice of the Customer Advisory Committee should have a seat directly on the MTC RNM Committee to ensure centering of customer perspectives.

Our most significant concern about this proposal is the lack of clarity about when and how the Long-Term RNM Structure will be developed. Staff and consultants have stated repeatedly in past meetings that the near-term structure is just an interim solution. Therefore, we believe it is essential that the timeframe and next steps for developing the Long-Term RNM Structure be identified now, and that any recommendation to MTC for the adoption of a Near-Term Structure in early 2023 be accompanied by clear next steps on developing the Long-Term RNM Structure.

We wish to reiterate and build upon comments submitted on November 28, 2022 in a joint letter from SPUR, Seamless Bay Area, Transform, Silicon Valley Leadership Group and Bay Area Council, calling for:

- **Setting a defined term and scope for the preliminary RNM structure.** We continue to believe that the Near-Term RNM Structure should be set up with a limited time frame of two years, with an option to extend if absolutely necessary -- as opposed to setting up a structure that will exist indefinitely with a 2 year formal review process.
- **The need to undertake a parallel process to identify and work toward the implementation of a long-term RNM Model, with work beginning in 2023.** The Long-Term RNM structure process should begin in the first 180 days of 2023, and should

be directed by the MTC RNM Committee, not the RNM Council, as governance changes are inherently the realm of policymakers. A consultant team with global subject matter expertise should be retained for the development and evaluation of long term RNM structures, as policymakers should have the benefit of global best practices on this topic.

It was an important commitment of the Blue Ribbon Task Force that the region develop a long-term network management structure in order to achieve its adopted vision of transit transformation - that process should begin within a matter of months.

In closing, we are excited about the prospect of a near-term RNM structure that can get to work in delivering improvements to riders. As we set up the near-term structure, it is essential that we clearly identify our next steps in defining a long-term governance structure that establishes clear accountability for the outcomes of the Bay Area's transit system, and can deliver the substantial increases in transit investments and ridership that are needed to realize our ambitious climate goals.

Thank you,

Ian Griffiths
Policy Director, Seamless Bay Area

From: [REDACTED]
To: [Wally Charles](#)
Subject: Public Comment for Network Management business case advisory group meeting, 12/17/22, agenda item 4a.
Date: Sunday, December 11, 2022 6:09:06 PM

External Email

I find myself in such fundamental and far reaching disagreement with the updated proposed RNM structures, that it would be best for me to approach the subject by offering alternative Mission and Vision statements to those proposed in today's presentation.

The Mission Statement I propose would read...

"The Mission of the RNM is to achieve a transformative increase in public transit ridership through:

1) Securing adoption by MTC and ABAG member governments and agencies of policies and public interface which consistently direct residents towards available public transit, and do not reflect and reinforce the prominence of private motor vehicles and ride-hailing services in the general culture.

2) Expanding and improving extent of coverage, frequency, schedule and routing connectivity, and addressing other matters which may affect rider accessibility and quality of experience.

The Vision Statement I propose would read:

"By pursuing its mission, the RNM aims to support ongoing public planning and implementation of land use and infrastructure initiatives for the achievement of goals in equity, livability, environmental sustainability and resiliency through a unified regional transit system that establishes public mass transit as the primary mode of motorized transportation for all Bay Area residents.

The consultants' proposed mission and vision statements as well as RNM functional structures (with MTC commissioners seeming to be more in a 'commanding' rather than supporting role) do not seem to adequately take account of the fact that the main issue we are dealing with is not a matter of an ample transit ridership complaining of a poor "customer experience", but low ridership which for well over a decade has (-unevenly, but overall-) expressed itself in a downward spiral of persistent low ridership in the face of increased and improved service, followed by curtailment of underused services, with additional incremental ridership losses, new and different service improvements with little effect on the continuing losses...etc. The 'transit dependent' population is in many cases indeed impacted by the decreased reach and availability of well timed connections beyond the most used bus routes, and by meager connections for "counter" (i.e. secondary) commute directions. But it is only from among motor vehicle owners who currently use their cars and trucks as a default rather than a specialized tool, that the additional ridership to support build-out of a more robust regional multi-modal transit system can come. I happen to be one of the rare specimens of motor vehicle owners who habitually use transit resorting to my truck on certain necessary occasions. This has always been for me a matter of simple preference, not out of some kind of civic or environmental concern. But it is of considerable frustration to know that such people as myself will not be consulted for insight or suggestions because we do not represent a statistically significant demographic.

I have in my 'archives' a September 1975 planning newsletter from the Golden Gate National Recreation Area issued soon after it was authorized by congress. Since they were not operationally established, they provided the following directions for visiting the Marin headlands for those who might not be disposed to walk across the Golden Gate from the presidio: " A bus ride across the bridge brings you from the city to the Marin

Headlands...Weekend service makes getting there easy. MUNI No.32 Embarcadero moves from the Southern Pacific Terminal along the waterfront, down Lombard street, through the Presidio and across the bridge (40 minute intervals). Normal rates apply-never has 25 cents gone so far." Period. No pitch as an 'alternative' to driving; no rationalizing of 'inconvenience' on the basis of needing to reduce congestion; no appeal for environmental protection... rather a matter of fact ' this is how you get there: take bus number...!', implying that it is normal to expect that, even if you own a car, you will exit your home into the public space unless you have some special itinerary or task that requires you to bring along a large, heavy machine, enclosing yourself in a private space. That is the consistent message and attitude which I allude to in the first part of the mission statement proposed above. As an Oakland resident I am fortunate to be able to vote for transit board members -- AC Transit and BART -- whose sole purview is public transit and have been fully responsive to my concerns in a knowledgeable, engaged and thoughtfully practical manner. Yet I am compelled to be 'represented' on the MTC by a mayor whose attention to transit policy is in competition with other--including countervailing--concerns.



SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT
2150 Webster Street, P.O. Box 12688
Oakland, CA 94604-2688
(510) 464-6000

2022

December 9, 2022

Rebecca Saltzman
PRESIDENT

Janice Li
VICE PRESIDENT

Robert Powers
GENERAL MANAGER

Alfredo Pedroza
Chair, Metropolitan Transportation Commission
Bay Area Metro Center
375 Beale Street, Ste. 800
San Francisco, CA 94105-2066

DIRECTORS

Debora Allen
1ST DISTRICT

Mark Foley
2ND DISTRICT

Rebecca Saltzman
3RD DISTRICT

Robert Raburn, Ph.D.
4TH DISTRICT

John McPartland
5TH DISTRICT

Elizabeth Ames
6TH DISTRICT

Lateefah Simon
7TH DISTRICT

Janice Li
8TH DISTRICT

Bevan Duffy
9TH DISTRICT

Chairman Pedroza,

Thank you and the Metropolitan Transportation Commission (MTC) for your leadership on regional transit coordination. As BART celebrates our 50th anniversary of regional public transportation service, MTC and BART have had many opportunities to work together to provide sustainable mobility choices for Bay Area residents.

On November 17, 2022, the BART Board had an opportunity to review and discuss the preliminary proposal put forward at the November 14, 2022 Advisory Group meeting as part of the Regional Network Management Business Case effort. Improving the customer experience is of utmost importance to BART.

As President and Vice President of the BART Board of Directors, we wanted to offer the following comments on the preliminary proposal.

1. **Focus on Funding:** Due to the impacts of the COVID-19 pandemic and the rise of remote work, it is imperative for MTC and transit operators to continue to work together to identify near-term and long-term funding to sustain critical transit services for the region. We appreciate MTC partnership on this so that operators can continue to provide adequate service for riders.
2. **On the Right Path:** The preliminary proposal for the Near-Term Regional Network Management Structure is moving in a good direction, with some minor modifications (identified below). We agree that there is an urgent need for action to improve the customer experience, after two and a half years of planning efforts. We need to show continuous customer improvements in order to build back the trust of the public. A Near-Term period of approximately two-years seems reasonable, but there will need to be performance measures to assess how the Near-Term Framework is performing, with some ability to iterate on the metrics.
3. **Long-Term Evolution:** We appreciate MTC acknowledging the need to establish a Near-Term Framework to show progress now, and the need for a transition to a Long-Term Framework. While we don't know what the end state will look like, it will be important to identify a clear and robust transition process, with a definite timeline. More definition is needed on how to get from Step A to Step B, and beyond.

December 9, 2022

Page 2

4. **Policy Direction Needed:** For both the Near-Term and Long-Term Frameworks, one thing lacking is a clear definition of role for transportation policy makers. The Near-Term Structure would be greatly enhanced with a separate and distinct role for a policy maker committee representing the MTC Commission, and directly elected transit agency board members that do not currently have representation on the Commission. This policy committee would be held accountable by the public.
5. **Transit Board Representation:** For the Long-Term Framework, we continue to advocate for having a seat at the regional table. As directly elected public officials, both the AC Transit and BART Board have accountability to our transit riders. If MTC and the State are seeking transformational changes in the regional transit network to improve the customer experience, it is very important for both AC Transit and BART to have a Board representation on the Commission.

We look forward to reviewing the draft recommendations as they emerge in the next several weeks. Please do not hesitate to contact us if you have any questions.

Sincerely,



Rebecca Saltzman
Board President



Janice Li
Board Vice President

cc: Therese McMillan, MTC Executive Director
Alix Bockelman, MTC Deputy Executive Director, Policy
Bob Powers, BART General Manager
Val Menotti, BART Chief Planning & Development Officer