



Bay Area Metro Center  
375 Beale Street  
San Francisco, CA 94105

## Meeting Agenda

### Regional Network Management Council

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Monday, November 27, 2023

11:30 AM

Yerba Buena Room 1st Floor

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The Regional Network Management Council is scheduled to meet at 11:30 a.m.

Meeting attendees may opt to attend in person for public comment and observation at 375 Beale Street, Board Room (1st Floor). In-person attendees must adhere to posted public health protocols while in the building. The meeting webcast will be available at <https://mtc.ca.gov/whats-happening/meetings/live-webcasts>. Members of the public are encouraged to participate remotely via Zoom at the following link or phone number.

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/82090315683>

iPhone One-Tap: US: +13462487799,,82090315683# US (Houston)  
+16694449171,,82090315683# US

Join by Telephone (for higher quality, dial a number based on your current location) US:  
888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)

Webinar ID: 820 9031 5683

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<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](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.

## Roster

Michelle Bouchard, April Chan, Bill Churchill, Andy Fremier, Carolyn Gonot, Michael Hursh, Denis Mulligan, Seamus Murphy, Robert Powers, Jeffrey Tumlin, Nancy Whelan

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

*A quorum of the Commission shall be a majority of its voting members (6).*

### 2. Welcome

*Andrew Fremier*

### 3. Approval

#### 3a. [23-1435](#) Election of RNM Council Chair and Vice Chair

Nomination and election of the Chair and Vice Chair of the RNM Council.

**Action:** Approval

**Presenter:** Melanie Choy

**Attachments:** [3a\\_RNM\\_Council\\_Chair\\_ViceChair\\_Elections](#)

### Information

#### 4a. [23-1436](#) Proposed Regional Network Management Council Charter and Draft Regional Network Management Council FY 2023-24 and 2024-25 Work Plan

Initial work to stand up the RNM Council includes development of a Charter and Work Plan. A proposed charter to guide the operating procedures of the RNM Council and a draft RNM Council Work Plan will be presented for feedback.

**Action:** Information

**Presenter:** Melanie Choy and Allison Quach

**Attachments:** [4a\\_Draft\\_RNM\\_Council\\_Charter\\_and\\_Draft\\_Work\\_Plan](#)  
[4ai\\_Temp-Res\\_4622\\_with\\_Attach\\_A\\_and\\_B](#)  
[4a\\_ii\\_Attachment\\_B\\_RNM\\_Council\\_Draft\\_FY\\_23-25\\_Work\\_Plan](#)  
[4a\\_iii\\_Presentation\\_Council\\_Draft\\_Charter\\_and\\_FY\\_2023-24&2024-25\\_Work\\_P](#)

### 5. Director's Report

*Melanie Choy*

### 6. Public Comment / Other Business

*Commissioners 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.*

## **7. Adjournment / Next Meetings**

*The next meeting of the Regional Network Management Council is scheduled to be held at 11:30 pm on Monday December 18, 2023 at BART Board Room, 2150 Webster Street, 1st Floor, Oakland, CA 94612, 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 #:** 23-1435      **Version:** 1      **Name:**

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

**File created:** 11/2/2023      **In control:** Regional Network Management Council

**On agenda:** 11/27/2023      **Final action:**

**Title:** Election of RNM Council Chair and Vice Chair

Nomination and election of the Chair and Vice Chair of the RNM Council.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [3a RNM Council Chair ViceChair Elections](#)

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

Election of RNM Council Chair and Vice Chair

Nomination and election of the Chair and Vice Chair of the RNM Council.

**Presenter:**

Melanie Choy

**Recommended Action:**

Approval

**Attachments:**

# Regional Network Management Council

November 27, 2023

Agenda Item 3a

## Election of Chair and Vice Chair

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### **Subject:**

Nomination and election of the Chair and Vice Chair of the RNM Council.

### **Background:**

In February of this year, the Commission approved the RNM framework (MTC Resolution No. 4564), which included a structure for carrying out the objectives of the regional network management program. In furtherance of the Commission's commitment to that plan, staff has been working to establish an RNM Council, comprised of Operator and MTC Executive staff who understand transit operations, can represent the interests of their stakeholders and provide leadership and critical input on regional policies.

In September 2023, the Commission approved the inaugural RNM Council Membership Roster. Agenda Item 4a will present the RNM Council Charter for review and discussion. Subsequently, the Charter will be presented to the RNM Committee in December for referral to the Commission for approval.

### **Issues:**

None identified.

### **Recommendations:**

In anticipation of RNM Council Charter adoption by the Commission in December 2023, it is recommended that the RNM Council nominate and elect a Chair and Vice Chair at its November 27, 2023 meeting. Nominations may be made at the meeting or in advance by submission to staff before the election on November 27, 2023.

### **Attachments:**

None.



# Metropolitan Transportation Commission

375 Beale Street, Suite 800  
San Francisco, CA 94105

## Legislation Details (With Text)

**File #:** 23-1436      **Version:** 1      **Name:**

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

**File created:** 11/2/2023      **In control:** Regional Network Management Council

**On agenda:** 11/27/2023      **Final action:**

**Title:** Proposed Regional Network Management Council Charter and Draft Regional Network Management Council FY 2023-24 and 2024-25 Work Plan

Initial work to stand up the RNM Council includes development of a Charter and Work Plan. A proposed charter to guide the operating procedures of the RNM Council and a draft RNM Council Work Plan will be presented for feedback.

**Sponsors:**

**Indexes:**

**Code sections:**

- Attachments:** [4a Draft RNM Council Charter and Draft Work Plan](#)  
[4ai Temp-Res 4622 with Attach A and B](#)  
[4aii Attachment B RNM Council Draft FY 23-25 Work Plan](#)  
[4aiii Presentation Council Draft Charter and FY 2023-24&2024-25 Work Plan.](#)

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

Proposed Regional Network Management Council Charter and Draft Regional Network Management Council FY 2023-24 and 2024-25 Work Plan

Initial work to stand up the RNM Council includes development of a Charter and Work Plan. A proposed charter to guide the operating procedures of the RNM Council and a draft RNM Council Work Plan will be presented for feedback.

**Presenter:**

Melanie Choy and Allison Quach

**Recommended Action:**

Information

**Attachments:**

# Regional Network Management Council

November 27, 2023

Agenda Item 4a

## Proposed Regional Network Management Council Charter and Draft Regional Network Management Council FY 2023-24 & 2024-25 Work Plan

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### **Subject:**

Initial work to stand up the Regional Network Management (RNM) Council includes the development of a Charter and Work Plan.

### **Background:**

In February of this year, the Commission approved the RNM framework (MTC Resolution No. 4564), which included a structure for carrying out the objectives of the regional network management program. In furtherance of the Commission's commitment to that plan, staff has been working to establish an RNM Council, comprised of Operator and MTC Executive staff who understand transit operations, can represent the interests of their stakeholders and provide leadership and critical input on regional policies.

### **RNM Council Charter**

In September 2023, the Commission approved the inaugural RNM Council Membership Roster. This month's item presents the RNM Council Charter for review and discussion by the RNM Council. The RNM Council Charter (Attachment A) outlines the mission statement, roles, responsibilities, procedures, appointment process, and membership criteria for the RNM Council. The Charter will be presented to the RNM Committee in December for referral to the Commission for approval.

### **Draft RNM Council FY 2023-24 & 2024-25 Work Plan**

MTC and transit operator staff have collaborated to develop a Draft Work Plan to guide the RNM Council's activities in FY 2023-24 & 2024-25. The Draft Work Plan is being presented to the RNM Council for discussion in November and will be shared in December with the RNM Committee for feedback. The Work Plan would return to the RNM Council in December for adoption.

The RNM Council Work Plan is anchored by the Transit Transformation Action Plan (TAP) "desired outcomes" and the mission and vision of the RNM. Items included in this year's Work



Plan aim to balance between initiatives already having momentum and funding (such as the roll-out of the regional mapping and wayfinding system) and introducing new priorities that would benefit from systematic, consistent regional implementation support, such as cross-agency pilots and initiatives. Work Plan items share a common focus on tangible customer benefits. Proactive attention to these items leads to improved transit competitiveness, faster deployment of change, and regional consistency.

Furthermore, entering its first year, the RNM Council Work Plan must also attend to and advance its evolving competencies, including developing program accountability tools measuring the RNM structure's effectiveness at driving ambitious TAP outcomes. The Work Plan also introduces an initiative to adopt new regional and customer-focused performance measures to track system improvements and better create a predictable feedback loop with the regional customer.

**Issues:**

None identified.

**Recommendations:**

None identified.

**Attachments:**

- Attachment A: Draft MTC Resolution No. 4622, RNM Council Charter
- Attachment B: Draft RNM Council FY 2023-24 & 2024-25 Work Plan
- Attachment C: Presentation

Date: December 20, 2023  
W.I.: 1621  
Referred by: RNM

ABSTRACT

MTC Resolution No. 4622

This resolution defines the role and responsibilities of the Regional Network Management (RNM) Council.

This resolution contains the following attachments:

- Attachment A – which outlines the mission statement, roles, responsibilities, procedures, appointment process and membership criteria for the RNM Council.
- Attachment B – a table listing the current RNM Council membership.

Further discussion of this action is contained in the Regional Network Management Committee memorandum dated December 8, 2023.

Date: December 20, 2023  
W.I.: 1621  
Referred by.: RNM

Re: Regional Network Management Council Charter

METROPOLITAN TRANSPORTATION COMMISSION  
RESOLUTION NO. 4622

WHEREAS, the Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the San Francisco Bay Area pursuant to California Government Code Section 66500 et seq.; and

WHEREAS, MTC is the federally designated Metropolitan Planning Organization (MPO), pursuant to Section 134(d) of Title 23 of the United States Code (USC) for the nine-county San Francisco Bay Area region (the Bay Area or region); and

WHEREAS, MTC convened the Blue Ribbon Transit Recovery Task Force (Task Force) in 2020 and 2021 to respond to the COVID-19 pandemic and the impacts to transit; and

WHEREAS, the Blue Ribbon Transit Recovery Task Force developed and endorsed the Transit Transformation Action Plan (Action Plan) in July 2021, which identifies near-term actions needed to achieve a more connected, efficient, and user-focused mobility network across the Bay Area and beyond and the Action Plan was received and accepted by MTC in September 2021; and

WHEREAS, MTC approved Resolution No. 4564 on February 22, 2023, which expressed policy support for a Regional Network Management Framework (RNM) to achieve the desired near-term outcomes in the Action Plan and to improve the Bay Area's regional transit network towards a longer-term transformation; and

WHEREAS, the Regional Network Management Framework outlines initial regional transit focus areas, committees and their roles, and a review process to evolve the RNM structure as needed over the long term; and

WHEREAS, the Regional Network Management Framework proposes a Council of Executive-level Operator and MTC representatives who understand transit operations and can represent the interests of their stakeholders and provide leadership and critical input on regional policies, now, therefore be it

RESOLVED, that the Commission authorizes and ratifies the convening of the Regional Network Management Council; and be it further

RESOLVED, that the members of the Regional Network Management Council will be appointed according to the process and shall have the roles and responsibilities as described in Attachment A to this resolution, attached hereto and incorporated herein as though set forth at length; and be it further

RESOLVED, that Regional Network Management Council membership roster is contained in Attachment B to this resolution; and be it further

RESOLVED, that the Commission may periodically revise Attachment B to reflect changes to Regional Network Management Council representatives.

METROPOLITAN TRANSPORTATION COMMISSION

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The above resolution was entered into by the Metropolitan Transportation Commission at a regular meeting of the Commission held in San Francisco, California, and at other remote locations, on December 20, 2023.

## **Attachment A: RNM Council Charter**

### **A. RNM Council Purpose, Mission, and Vision**

The purpose of the Regional Network Management (RNM) Council is to bring together leadership from transit agencies and MTC to provide executive guidance on regional transit policies and actionable implementation plans in pursuit of the RNM's Mission and Vision.

The RNM's Mission is to drive transformative improvements in the customer experience for regional Bay Area transit.

The RNM's Vision is to advance regional goals in equity, livability, climate, and resiliency through a unified regional transit system that serves all Bay Area populations.

### **B. RNM Council Membership and Roles**

The RNM Council shall be composed of eleven (11) members as follows:

- a) Metropolitan Transportation Commission (MTC) Executive Director
- b) Bay Area Rapid Transit (BART) General Manager
- c) San Francisco Municipal Transportation Agency (SFMTA) General Manager
- d) Alameda-Contra Costa Transit District (AC Transit) General Manager
- e) Valley Transportation Authority (VTA) Manager
- f) Caltrain Executive Director
- g) Golden Gate Bridge, Highway and Transportation District (Golden Gate) General Manager
- h) San Mateo County Transit District (SamTrans) General Manager
- i) Three General Managers representing other transit providers serving the region, selected at the sole discretion of those operators.

RNM Council members shall be ratified to the RNM Council by the MTC Commission.

Each RNM Council member may formally designate up to one named alternate ("Designated Alternate") per fiscal year. A change to a Designated Alternate prior to the completion of the fiscal year must be approved by the Council. Designated Alternates may attend up to four (4) RNM Council Meetings per year to vote on behalf of the RNM Council member.

The RNM Council shall elect a Chair and Vice-Chair from its members to represent the RNM Council in communications with others, provide input on agendas, and facilitate RNM Council meetings. The Chair and Vice-Chair terms shall be two years. The RNM Council shall elect a

Chair and Vice-Chair at its inaugural convening. Thereafter, elections shall be held biannually prior to the December meeting of odd numbered years. In the event of a change in RNM Council Chair or Vice-Chair membership, the RNM Council shall hold a special election to fill the vacancy until the next regular Chair and Vice-Chair election.

#### C. RNM Council Roles and Responsibilities

The RNM Council will meet in public at regularly scheduled monthly meetings to direct initiatives that advance the RNM Mission and Vision. The RNM Council has the following roles and responsibilities:

- Elect a Chair and Vice-Chair to represent the RNM Council in communications with others, set agendas, and facilitate RNM Council meetings.
- Adopt an annual Work Plan and budget, if applicable, each fiscal year.
- Provide recommendations to the RNM Committee, other MTC Committees, or other relevant authorities on regional transit policies, actionable implementation plans, and Key Performance Indicators (KPIs) related to the effectiveness and performance of the RNM structure.
- Provide direction to dedicated RNM support staff under management of the RNM Director, and, upon agreement, MTC staff, operator staff, or other professionals assigned to work on RNM initiatives.
- Organize Task Forces, Sub-Committees, or Technical Work Groups to inform its actions.
- Establish and monitor regional transit performance KPIs and adjust the Work Plan in response to relevant trends.

#### D. RNM Council Meetings and Decision-Making

The RNM Council shall have a monthly standing meeting that will be established through the RNM Council's annual Work Plan. As needed, the RNM Council may hold additional, special meetings. All RNM council meetings will be noticed and open to the public. The RNM Council Chair shall facilitate meetings and provide an opportunity for public comment on each agenda item.

Six (6) members of the RNM Council, including any Designated Alternates attending on behalf of a member, constitute a quorum. In the absence of a quorum, a smaller number of RNM Council members may secure the attendance of absent members by video conference, teleconference, or other means compliant with the Brown Act to establish a quorum.

The RNM Council will act by majority vote. Each member shall have one vote. A consensus shall be sought prior to taking a simple majority vote.

In instances where a decision is approved but not by unanimous vote, the dissenting member(s) may request, if applicable, that the decision be documented to the referring committee to reflect the divergence in positions. Potential characteristics may include, but are not limited to:

- Breakdown of the Council Member vote
- The transit system represented by the dissenting Member vote(s)
- The ridership of the system represented by the dissenting Member vote(s)
- Any minority opinions

This voting procedure shall apply to advisory actions needed as part of the Council Work Plan, and the voting will be re-evaluated should the Council's role evolve to include decision authority actions on revenue, expenditures, and fares. The goal of any voting structure for the RNM Council should strive for balanced and equitable representation from operators of all sizes in decisions that may impact the riders and/or financial health of transit agencies.

The RNM Council voting structure will be reviewed as part of the RNM framework's continuous improvement assessment; every 2 years at a minimum.

#### E. RNM Council Work Plan

The RNM Council shall adopt an annual Work Plan each fiscal year. The RNM Council Work Plan shall be guided by the RNM Mission and Vision. The Work Plan shall also consider any requests for Recommendations from the RNM Committee or other MTC Committees.

At the start of the Work Plan's preparation, MTC shall identify the available budget to support the RNM Council's work. A draft of the Work Plan shall be provided to the RNM Committee for review and comment prior to final RNM Council action.

Following RNM Council adoption, the Work Plan may be amended by approval of the RNM Council Chair to address emerging matters or timely opportunities. RNM Council members and the RNM Committee shall be informed of any amendments to the Work Plan.

#### F. Dedicated RNM Support Staff

The RNM Council will give direction to dedicated RNM Support Staff on the implementation of the annual Work Plan and in development of Recommendations. Dedicated RNM Support Staff will include an RNM Director and other supporting staff members. The RNM Director shall be responsible for development of the RNM Council Work Plan; oversight of other dedicated RNM Support Staff, consultants, and contractors; and the effectuation of the Work Plan adopted by the RNM Council in accordance with the budget.

MTC reserves the right to make decisions regarding hiring, promotion, compensation, and removal of the RNM Director, but it shall collaborate with the RNM Council as part of annual performance reviews and when considering potential candidates for RNM Director.

#### G. RNM KPIs, Evaluation, and Improvement

The RNM Council will establish KPIs to track the performance of the regional transit network ("Benefits KPIs"). The RNM Council shall also provide Recommendations to the MTC RNM Committee on KPIs related to the effectiveness and performance of the RNM structure ("Program KPIs").

The MTC RNM Committee will conduct performance reviews every two years, using the established Benefits and Program KPIs to identify improvement opportunities for the newly created structure, including the RNM Council.

#### H. Relationship to RNM Customer Advisory Group

While the RNM Customer Advisory Group's main role is to advise the RNM Committee, the RNM Council may request the Customer Advisory Group to provide customer perspectives for certain topics.



**Attachment B: RNM Council Membership Roster**

**Regional Network Management Council Membership Roster**

General Manager	Alameda-Contra Costa Transit District (AC Transit)	Large Operator Representative
General Manager	Bay Area Rapid Transit District (BART)	Large Operator Representative
Executive Director	Caltrain	Large Operator Representative
General Manager	Golden Gate Bridge, Highway and Transportation District's (District)	Large Operator Representative
Executive Director	Metropolitan Transportation Commission	Regional Representative
General Manager/ CEO	San Mateo County Transit District (SamTrans)	Large Operator Representative
General Manager/ Director of Transportation	San Francisco Municipal Transportation Agency (SFMTA)	Large Operator Representative
General Manager/CEO	Santa Clara Valley Transportation Authority (VTA)	Large Operator Representative
General Manager	County Connection (CCCTA)	Small/Medium Operator Representative
General Manager	Marin Transit	Small/Medium Operator Representative
Executive Director	Water Emergency Transportation Authority (WETA)	Small/Medium Operator Representative

**Regional Network Management (RNM) Council**  
**Fiscal Year (FY) 2023-24 & FY 2024-25 Work Plan**

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The RNM Council FY 2023-24 and FY 2024-25 Work Plan operationalizes collaboration among MTC and the Bay Area's Transit Operators to help realize transit riders' needs across the region.

The RNM Work Plan is anchored by the Transit Transformation Action Plan (TAP) "desired outcomes" and the mission and vision of the RNM.

**RNM Mission:** To drive transformative improvements in the customer experience for regional Bay Area transit

**RNM Vision:** To advance regional goals in equity, livability, climate, and resiliency

Items included in this year's Work Plan aim to balance between initiatives already having momentum and funding (such as the roll-out of the regional mapping and wayfinding system) and introducing new priorities that would benefit from systematic, consistent regional implementation support, such as cross-agency pilots and initiatives. Work Plan items share a common focus on tangible customer benefits. Proactive attention to these items leads to improved transit competitiveness, faster deployment of change, and regional consistency.

Furthermore, entering its first year, the RNM Work Plan must also attend to and advance its evolving competencies, including developing program accountability tools measuring the RNM structure's effectiveness at driving ambitious Transit Transformation Action Plan (TAP) outcomes, as shown below. The Work Plan also introduces an initiative to adopt new regional and customer-focused performance measures to track system improvements and better create a predictable feedback loop with the regional customer.

**Transit Transformation Action Plan Desired Outcomes**

<b>Fares and Payment</b>	<b>Customer Information</b>	<b>Transit Network</b>	<b>Accessibility</b>	<b>Funding</b>
Simpler, consistent and equitable fare and payment options	Make transit easier to navigate and more convenient	Transit services managed as a unified, efficient, and reliable network	Transit services for older adults, people with disabilities, and those with lower incomes are coordinated efficiently.	Using resources more efficiently to secure new, dedicated revenue to meet funding needs

**RNM Council FY23-24 & 24-25 Work Plan**

<b>Work Plan Item</b>	<b>Rationale and RNM Council Activities</b>	<b>Timeframe</b>
<b>RNM Council Management</b>		
RNM Standup Activities	<ul style="list-style-type: none"> <li>• Develop and adopt FY23-24 &amp; 24-25 Work Plan.</li> <li>• RNM Council Charter development and referral by the RNM Committee to the Commission for approval</li> <li>• Elect Chair and Vice Chair (2-year term)</li> </ul>	End of 2023
Transit Transformation Action Plan (TAP) two-year status update & amendment	<ul style="list-style-type: none"> <li>• Review TAP two-year status update</li> <li>• Review and adopt an amendment to TAP</li> </ul>	Late 2023 to early 2024

Work Plan Item	Rationale and RNM Council Activities	Timeframe
Propose RNM "Program" Key Performance Indicators (KPIs)	<p>Per the Charter, the RNM Council will be held accountable to a set of Key Performance Indicators to track the performance of the RNM structure and promote continuous improvement. Measures will be evaluated on a 2-year cycle.</p> <ul style="list-style-type: none"> <li>• Recommend measures that will track RNM Structure effectiveness in driving outcomes.</li> </ul>	Early 2024
Define and Adopt "Benefit" Key Performance Indicators (KPIs)	<p>New regional transit measures focused on the customer benefits are needed to drive the ambitious TAP outcomes and RNM Mission and Vision.</p> <ul style="list-style-type: none"> <li>• Oversee a process to identify and adopt measures to track performance of the regional transit network. The process will build on industry best practices; be conducted in coordination with the region's operators; and will include a phased data management plan.</li> </ul>	Early 2024
RNM Council FY25-26 Work Plan	<ul style="list-style-type: none"> <li>• Develop and adopt the RNM Work Plan for FY25-26</li> </ul>	Early to mid-2025
<p><b>Fares &amp; Payment – simpler consistent and equitable fare and payment options attract more riders.</b></p> <p><i>Some activities remain under purview of the Fare Integration Task Force (FITF) but are included below to demonstrate the breadth of fare integration &amp; coordination initiatives currently underway.</i></p>		
(RNM Council) Clipper START	<p>The Clipper START pilot program, launched in July 2020, provides reduced fares for low-income riders. In 2024, all agencies will participate in the program at a consistent 50% discount.</p>	2024-2025

Work Plan Item	Rationale and RNM Council Activities	Timeframe
	<ul style="list-style-type: none"> <li>Program refinements to increase program awareness and participation by eligible persons</li> </ul>	
<p><i>(FITF) Clipper BayPass launch <b>and expansion</b> (e.g. for major events) [New Activity]</i></p>	<p><i>Clipper BayPass was launched to educational institutions and affordable housing properties in 2022. It will be expanded to employers by the end of 2023.</i></p> <ul style="list-style-type: none"> <li><i>Evaluate the Clipper BayPass pilot, contemplate extension of BayPass Phase 1 Pilot, and launch Phase 2 Pilot to employers</i></li> <li><i>Explore expansion of Clipper BayPass products for the general public, such as for major events.</i></li> </ul>	<p><i>Ongoing</i></p>
<p><i>(FITF) No-cost/reduced-cost interagency transfers</i></p>	<p><i>The no-cost and reduced cost interagency transfer pilot has been approved by the FITF and will launch with rollout of Next Generation Clipper System.</i></p> <ul style="list-style-type: none"> <li><i>Approve interagency MOU</i></li> <li><i>Program evaluation and recommendations after 12 months</i></li> <li><i>Support ongoing efforts to identify permanent funding for policy.</i></li> </ul>	<p><i>Early 2024 to mid-2026</i></p>
<p><i>(FITF) Refine vision for common fare structure for regional transit</i></p>	<p><i>A common fare structure for regional transit is the 3<sup>rd</sup> policy initiative of Fare Policy Vision Statement. A study is needed to develop common fare structure for regional transit services.</i></p>	<p><i>TBD</i></p>

**Customer Information – integrated mapping, signage and real-time schedule information makes transit easier & more convenient**

Work Plan Item	Rationale and RNM Council Activities	Timeframe
Prototypes and pilots for regional mapping & wayfinding signage	<p>Work to develop Regional Mapping &amp; Wayfinding Standards is currently underway.</p> <ul style="list-style-type: none"> <li>• Review physical prototype design, installed prototypes, and approve the Final Wayfinding Standards</li> <li>• Following adoption, provide guidance to implement standards throughout the region, including identifying pilot locations.</li> </ul>	<p>Standards adoption by mid 2024.            Implementation ongoing.</p>
Availability and reliability of regional real-time transit data	<p>While MTC aggregates real-time transit data from operators across the region through 511 SF Bay, additional assessments are needed to further improve customer information.</p> <ul style="list-style-type: none"> <li>• Assess the availability and reliability of real-time transit data feeds (GTFS-RT) produced by each operator.</li> <li>• Identify opportunities to improve real-time information, including hardware/software upgrades, or changes to processes, etc.</li> <li>• Support execution of priority findings.</li> </ul>	2024-2025
<b>Strategic/cohesive communications</b> <b>[New Activity]</b>	<ul style="list-style-type: none"> <li>• Opportunities to improve responsiveness and regional cooperation in communications to regional transit riders.</li> </ul>	Ongoing

Work Plan Item	Rationale and RNM Council Activities	Timeframe
<p><b>Coordinated customer experience surveys</b>  <b>[New Activity]</b></p>	<p>An RNM-initiated regional transit rider survey can provide new perspectives on the transit experience and can contribute to regional transit system measures, target setting and tracking. Data collected in the survey can provide an input to RNM Benefit KPIs.</p> <ul style="list-style-type: none"> <li>• Provide recommendations on implementation of a proposed regional transit rider experience survey</li> </ul>	<p>2024-2025</p>
<p><b>Transit Network – transit services are equitable planned &amp; integrally managed as a unified, efficient &amp; reliable network</b></p>		
<p>Transit priority implementation</p>	<p>Several efforts are underway to advance transit priority projects throughout the region.</p> <ul style="list-style-type: none"> <li>• Provide input on the Bus Accelerated Infrastructure Delivery (BusAID) program to fund the delivery of transit priority treatments on arterials, including draft project scoring criteria and weighting and project funding recommendations</li> </ul>	<p>Early to mid 2024</p>
<p>Regional Transit Priority Policy</p>	<p>A December 2023 transit priority workshop will be convened with stakeholders across the region.</p> <ul style="list-style-type: none"> <li>• Input and feedback on the development of a Regional Transit Priority Policy</li> <li>• On-going guidance on implementation of the Regional Transit Priority Policy</li> </ul>	<p>2024</p>

Work Plan Item	Rationale and RNM Council Activities	Timeframe
Transit 2050+	Transit 2050+ will develop a service-oriented, fiscally constrained regional transit network plan for the nine county Bay Area. <ul style="list-style-type: none"> <li>• Review MTC transit project performance assessments and provide guidance on the development of transit network concepts</li> <li>• Provide input on and recommend a final transit network concept</li> </ul>	Early to mid 2024
<b>Accessibility – transit services for older adults, people with disabilities, and those with lower incomes are coordinated efficiently</b>		
Standardize paratransit and Clipper RTC eligibility practices	Work is currently underway to develop standardized eligibility practices between ADA paratransit and Clipper Regional Transit Connection (RTC) programs. <ul style="list-style-type: none"> <li>• Review and approval of recommended standardized eligibility practices</li> </ul>	Early 2024
Improve regional paratransit trips through one-seat ride pilots, improved cost-sharing, and enhanced transfer policies.	Regional paratransit trips are served by a combination of one-seat rides and transfer trips with two or more operators. Initiatives to improve regional paratransit trips include a call for projects to expand one-seat rides (OSR) is currently under development. <ul style="list-style-type: none"> <li>• One-seat ride pilot projects</li> <li>• Cost-sharing agreements between operators for cross-jurisdictional trips</li> <li>• Regional standards for paratransit transfer trips</li> </ul>	OSR recommendations in 2024. Cost-sharing and transfer policies in 2024-25.



Work Plan Item	Rationale and RNM Council Activities	Timeframe
<b>Funding – transit system uses its resources more efficiently and secures new, dedicated revenue to meet capital and operating needs.</b>		
Develop strategies to fully fund TAP initiatives	Additional funds are needed to support the entire suite of RNM initiatives. Many TAP initiatives are pilot programs that require identification of ongoing funding. <ul style="list-style-type: none"> <li>• Prioritizing the use of limited funding to advance RNM initiatives</li> <li>• Identify opportunities for ongoing funding for priority programs</li> </ul>	Ongoing
Advocacy for funding	Facilitate cooperative activities to support ongoing advocacy to secure funding for transit throughout the region.	Ongoing

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



**RNM**

**Implementation**

**Status**

# Timeline

2020

## Blue Ribbon Transit Recovery Task Force

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

BLUE RIBBON



TRANSIT RECOVERY TASK FORCE

2021

## Bay Area Transit Transformation Action Plan

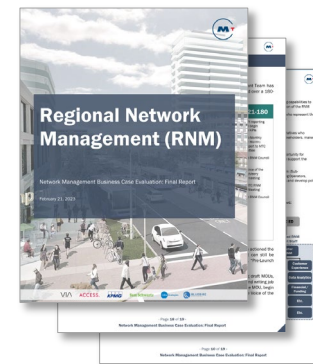
In July 2021, the Task Force approved 27 specific near-term actions to re-shape the region’s transit system into a more connected, more efficient, and more user-focused mobility network across the entire Bay Area which formed the Bay Area Transit Transformation Action Plan (TAP).



2022

## Network Management Evaluation

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



2023

## RNM Stand Up

- In February 2023, MTC approved a regional network management framework to be established
- Throughout 2023, MTC worked to stand up the RNM, including activities such as:
  - Developing charters
  - Hiring dedicated RNM personnel
  - Drafting work plans
  - Creating program management tools
- On July 14, the RNM Committee (formerly the Operations Committee) held its inaugural meeting
- On October 27, the Customer Advisory Committee held its inaugural meeting
- The first RNM Council is planned for November 2023

# Implementation Activities / Status

We Are Here

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

# RNM Refresher

## RNM Mission:

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

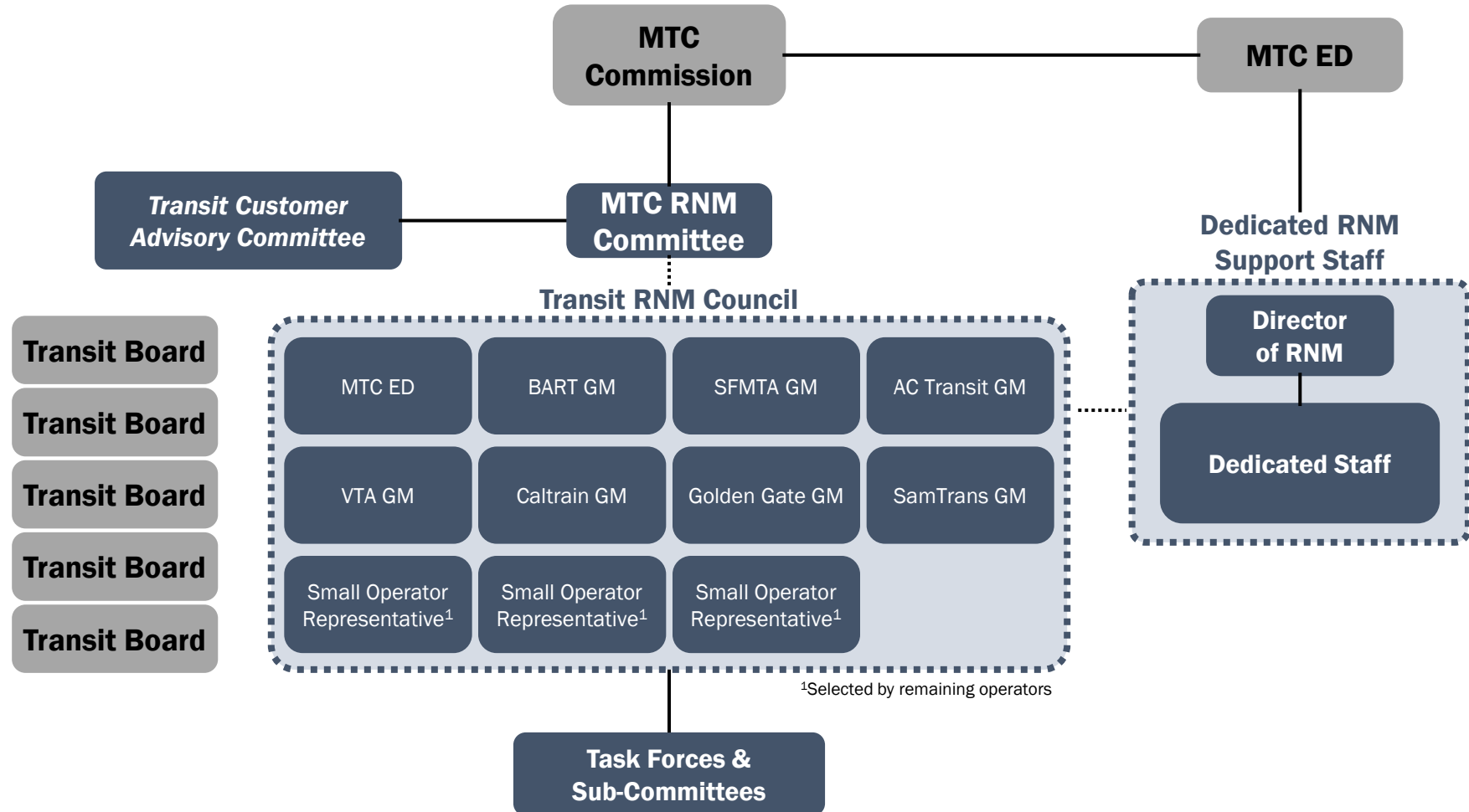
## RNM Vision:

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

## RNM Objectives:

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

## RNM Organizational Structure:



# RNM Council Charter

# RNM Council Charter Purpose, Guiding Principles, & Outline

## Charter Purpose

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

## Charter Guiding Principles

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

## Charter Outline

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



# RNM Council Structure: Purpose and Original Design

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

### The *RNM* was created to:

1

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

(RNM Mission)



2

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

(RNM Vision)



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

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



### Reminder on NMBCAG Recommendation:

#### 11 Member Council

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

# Proposed Voting Structure

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

## Key Takeaways on Voting Structure:

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

# The RNM Work Plan: Movement Towards Transformation

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



## Promote Partnerships & Perspectives

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



## Communicate the Evolution of Regional Transit and its Accomplishments

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



## Implement Action Plan Priorities

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



## Refine Governance Roles

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

# RNM Council Work Plan Approach & Framework

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

The **RNM Council FY2023-24 & FY2024-25 Work Plan** includes items that will benefit from transit agency operational expertise and are generally considered to be of regional importance or interest.

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

## Work Plan Purpose

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

## Timeline

**Today: Monday, November 27**

**RNM Council** review.

**Friday, December 8**

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

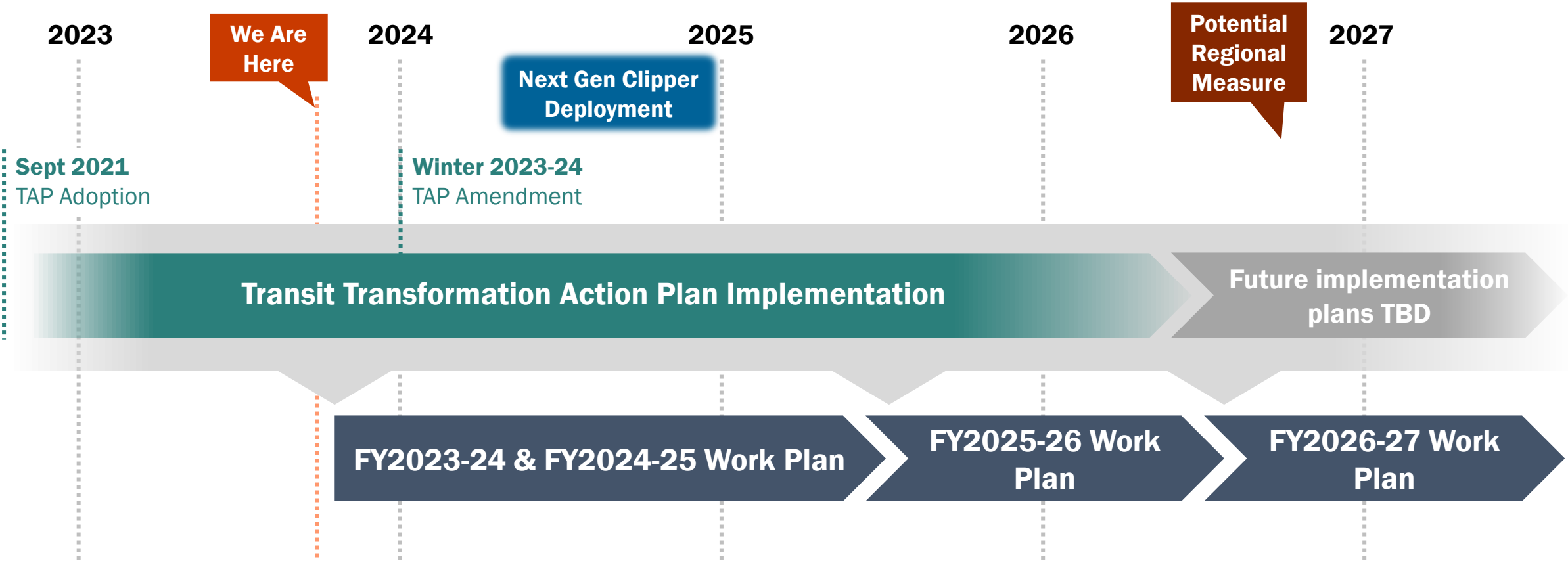
**Monday, December 18**

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

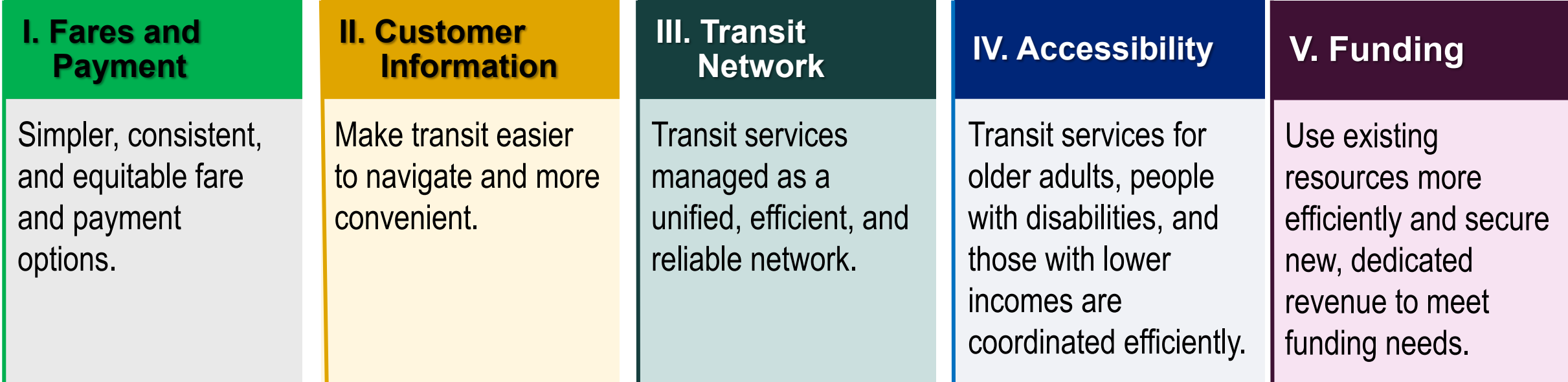
# TAP & RNM Council Work Plan

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

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

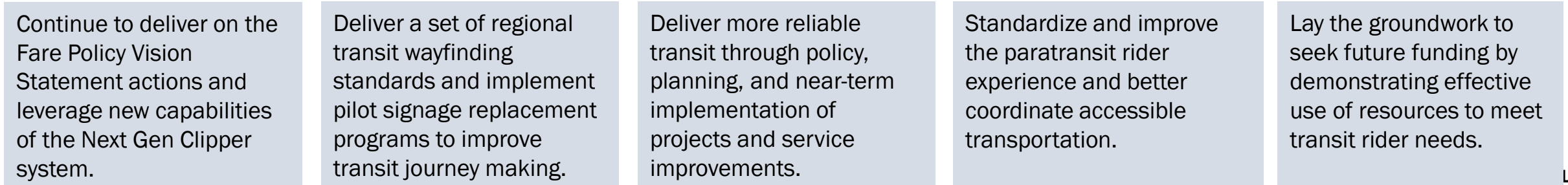


# TAP Desired Outcomes & Work Plan Goals



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

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



# Identifying Actions to Drive Tangible Outcomes for Riders

## Criteria for Inclusion in the RNM Council Work Plan






### *Does this topic...*

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

### The FY2023-24 & FY2024-25 Work Plan includes actions that:

- Result in **direct benefits** to riders
- Demonstrate **positive change** to policymakers and riders ahead of a potential 2026 regional measure
- Are **guided by the TAP outcomes**, including actions that are:
  - Identified in the TAP (currently underway or identified for acceleration)
  - Not identified in the TAP but currently underway due to improved coordination between transit operators
  - **New** activities that are consistent with TAP outcomes
- Enabled by the existence of the RNM through **accelerated decision making** and regional coordination
- Are expected to be completed by the end of FY2024-25 (June 2025)

# RNM Council FY2023-24 & FY2024-25 Work Plan

RNM Council Management	Transit Transformation Action Plan				
<ul style="list-style-type: none"> <li>RNM standup activities (Charter, Work Plan, budget, staffing, etc.)</li> <li>TAP two-year status update and amendment</li> <li>Develop program and benefit KPIs</li> <li>Develop FY2025-26 Work Plan</li> </ul>	<div data-bbox="509 401 901 515">  <h3>Fares &amp; Payment</h3> </div> <ul style="list-style-type: none"> <li>Clipper START</li> </ul> <div data-bbox="501 615 901 1122" style="border: 1px dashed gray; padding: 5px;"> <p>Currently overseen by the Fare Integration Task Force:</p> <ul style="list-style-type: none"> <li>+ <b>Clipper BayPass launch and expansion (e.g. for major events)</b></li> <li>No-cost/reduced-cost interagency transfers</li> <li>Refine vision for common fare structure for regional transit</li> </ul> </div>	<div data-bbox="909 401 1302 515">  <h3>Customer Information</h3> </div> <ul style="list-style-type: none"> <li>Prototypes and pilots for regional mapping &amp; wayfinding signage</li> <li>Availability and reliability of regional real-time transit data</li> <li>+ <b>Strategic/cohesive communications</b></li> <li>+ <b>Coordinated customer experience surveys</b></li> </ul>	<div data-bbox="1309 401 1702 515">  <h3>Transit Network</h3> </div> <ul style="list-style-type: none"> <li>Transit priority implementation (e.g., BusAID)</li> <li>Regional Transit Priority Policy</li> <li>Transit 2050+ project performance assessment and network concepts</li> </ul>	<div data-bbox="1709 401 2102 515">  <h3>Accessibility</h3> </div> <ul style="list-style-type: none"> <li>Standardize paratransit and Clipper RTC eligibility practices</li> <li>Improve regional paratransit trips through one-seat ride pilot programs, improved cost-sharing, and enhanced transfer policies</li> </ul>	<div data-bbox="2109 401 2502 515">  <h3>Funding</h3> </div> <ul style="list-style-type: none"> <li>+ <b>Develop strategies to fully fund TAP initiatives</b></li> <li>Ongoing advocacy for funding</li> </ul>
<b>Legend</b>	<ul style="list-style-type: none"> <li>Ongoing TAP work that creates tangible outcomes for riders</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing TAP work related to planning and policymaking</li> </ul>	<ul style="list-style-type: none"> <li>+ <b>New activities</b></li> </ul>		



# Next Steps

