

Metropolitan Transportation Commission

Advisory Committee Structure Review



Prepared For

Metropolitan Transportation Commission

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EXECUTIVE SUMMARY

PURPOSE OF REPORT

Following the Transportation 2035 Regional Transportation Plan public participation process, MTC staff conducted an evaluation of the joint citizen advisory committee meeting format, whereby MTC's three citizen advisory committees—the Elderly and Disabled Advisory Committee, Minority Citizens Advisory Committee, and Advisory Council—met jointly to consider key issues surrounding the Draft Transportation 2035 Plan, which was adopted by MTC in April 2009. Findings of this evaluation revealed a need to address deficiencies in the way the citizen advisory committees are utilized with the goal to increase effectiveness. This report is a result of a comprehensive review of committee structure, function, comparative assessments to similar committees elsewhere, and numerous interviews and facilitated discussions with Advisors, Commissioners and staff. The recommendations resulting from this review are outlined below.

ROLE OF CITIZEN ADVISORY COMMITTEES

The purpose of MTC's advisory committees is to provide ongoing community participation and guidance to the Commission.¹ The advisory committees review transportation issues and projects being considered by the Commission and are encouraged to bring additional transportation issues before their committee and the Commission. MTC recognizes the significant positive impact of Citizen Advisors in vetting MTC policy decisions, providing innovative policy guidance and maintaining open lines of communication between representatives of key constituencies and MTC staff and Commissioners.

KEY ISSUES AND NEEDS

This review of the committee structure is intended to address the following issues, identified by Advisors, Commissioners and staff:

- 1. Communication between Advisors and Commissioners is limited and one-directional.**

“The major concern is the Commission hearing the voice of the advisors and understanding what we are trying to do.”—Advisory Council Member

¹ http://www.mtc.ca.gov/get_involved/advisory/ accessed on August 17, 2009.

EXECUTIVE SUMMARY

“Our voices are stronger when we speak together.”

—MCAC Member

2. Communication between Advisors and executive staff is limited and one-directional.

“What worked for me in that integrated 2035 RTP process was ... having that face to face contact with executive management ... if we could have that on a consistent basis as an integrated body, this group would be far more effective.”—MCAC Member

“One of the critiques I’d make of the joint advisory process with the 2035 Plan was ... people began using the words ‘rubber stamp.’ ... There has to be dynamic tension ... between what the advisory groups think is important to talk about and what the staff thinks is important to talk about.”

—EDAC Member

3. Each advisory committee’s mission, goals and objectives are not clearly defined or understood by Advisors.

“We need to have directives, established goals with measurable objectives that we look at quarterly.”—MCAC Member

“If we all feel uncomfortable that our suggestions are falling on deaf ears, maybe it’s time to change the mission statement or the goals and objectives of each committee.”—EDAC Member

4. The Commission’s expectations of advisory committees are not clearly conveyed to Advisors.

“What does the Commission want from the advisors?”
—Advisory Council Member

5. More opportunities for cross-pollination of ideas, or integration of MCAC and EDAC issues into the larger advisory committee context, are needed.

“The proposal has ... a lot of promise ... Integrating all three committees leads to greater interaction between groups and better synthesis of ideas, and ultimately a stronger proposal.”—MCAC Member

“Our voices are stronger when we speak together.”—MCAC Member

EXECUTIVE SUMMARY

SUMMARY OF RECOMMENDATIONS

1

Replace the existing structure with a new Citizen Policy Advisory Committee.

A new, expanded and more inclusive committee should be established to provide citizen advice regarding MTC policy, replacing the existing committee structure. The membership of the committee should include representatives of key constituencies with expertise in their local transportation issues and issues facing traditionally underrepresented groups, including minority, low-income, senior and disabled representatives. It is recommended that each of the nine counties provide one representative of the minority or low-income communities, and one senior or disabled representative for a total of 18 committee members. The remaining 18 seats on the committee should be divided among interest and issue areas relevant to MTC's existing policy agenda.

EXECUTIVE SUMMARY

Figure 1
Existing Advisory Committee and Subcommittee Organization

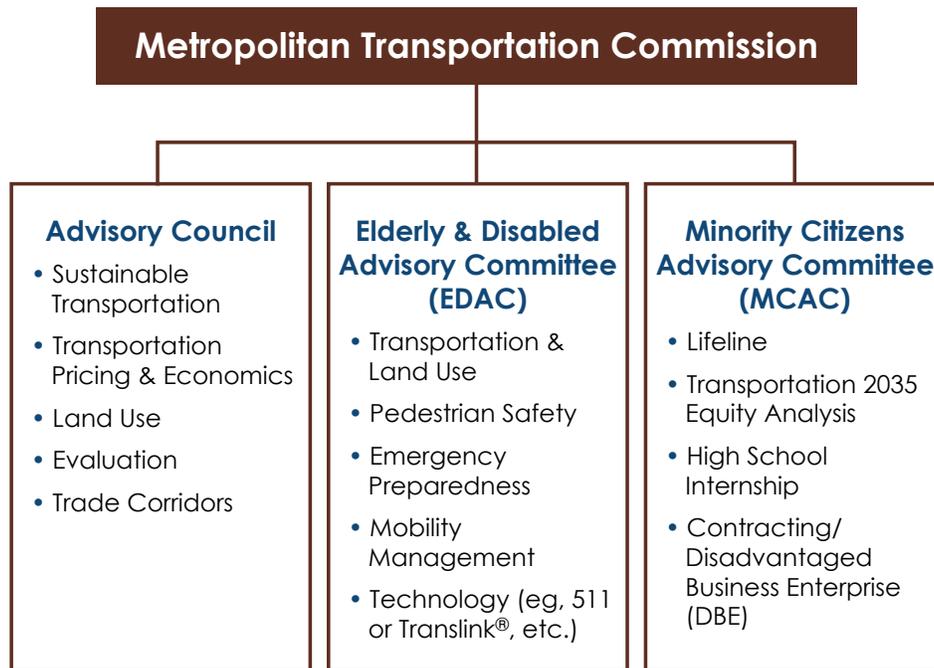
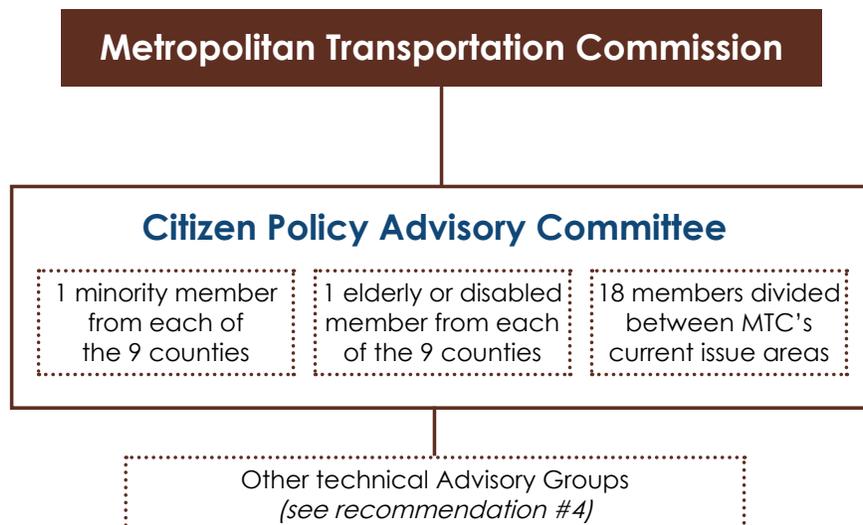


Figure 2
New Advisory Committee and Subcommittee Organization



EXECUTIVE SUMMARY

2 Provide strategic direction to Citizen Advisors.

The Commission should establish a mission, purpose and measurable goals for the committee. The Commission and staff should communicate this strategic direction to the committee. An annual training session and an agenda set by the Commission's Executive Committee will help Advisors to achieve their mission. The initial annual agenda and workplan should focus on the implementation of the regional transportation plan, Transportation 2035.

3 Strengthen Communication between Advisors and Commissioners, and Advisors and Executive staff.

Formalized reporting and communications procedures should be established to govern communications between Commissioners and Advisors, and executive staff and Advisors. Advisory Committee members should report at least quarterly to the Commission. Advisors should also report in-person, and in concert with agenda milestones, as well as on an as-needed basis.

The primary point upon which nearly all existing Advisors agree is that communication with the Commission needs to improve. For this reason, it is recommended that at least two Commissioners attend each Citizen Policy Advisory Committee meeting to listen, answer Advisors' questions and participate in the discussion. In addition, at least one executive staff member should attend each Advisory Committee meeting.

4 Solicit project- and program-specific technical advice.

MTC should work to ensure that opportunities to obtain technical advice for project- and program-specific issues are pursued by staff. In the transition to one citizen advisory committee, it is important not to lose this technical expertise. However, such issues are best suited for informal technical advisory groups.



INTRODUCTION

This report reviews and evaluates the function and structure of the Metropolitan Transportation Commission's (MTC) citizen advisory committees. The purpose of this review is to remedy problems with the current advisory committee structure and function, and to increase effectiveness in providing advice to the Commission.

This review was motivated by long-standing concern about the channels of communication between Commissioners and Advisors, in concert with the recognition of benefits in recent joint advisory committee meetings as part of the Regional Transportation Plan update. Following the joint meetings, both Advisors and Commissioners observed increased collaboration between Advisors from different committees and greater communication between Commissioners and Advisors when both groups were present at the same meeting.

The Commission directed staff to conduct an independent review of the advisory committee structure. MTC staff retained consultant PMC to conduct the independent review. Development of this report has included a comprehensive review of background materials related to the committees, such as 2007–2009 meeting agendas, MTC Resolution 3516 relating to the roles and expectations of the three current advisory committees, MTC's adopted Public Participation Plan, and public outreach evaluation studies conducted by PMC. The recommendations contained in this report are significantly influenced by the results of four facilitated discussions with Advisors, interviews with key Commissioners (conducted as part of the Transportation 2035 Plan) and key MTC staff, and review of other agencies' models.

HISTORY AND STRUCTURE OF MTC'S CITIZEN ADVISORY COMMITTEES

HISTORY

MTC currently has three citizen advisory committees: the multi-interest Advisory Council, the Elderly and Disabled Advisory Committee and the Minority Citizens Advisory Committee. The three committees were established to directly advise the Commission. Each committee has a distinct core mission and different issue areas assigned to it by the Commission.²

The Minority Citizens Advisory Committee (MCAC) is the oldest of the advisory committees. It was established in 1975 in accordance with the MTC and Mexican-American Legal Defense and Education Fund (MTC/MALDEF) Memorandum of Understanding (September 19, 1974). The primary goal of this committee is to involve historically under-represented communities in the transportation planning process. Per MTC policy, the 26-member panel includes representatives from the region's African American, Asian, Hispanic and Native American communities, as well as individuals who are from, or work with, low-income communities.

The five most populous counties in the Bay Area (Alameda, Contra Costa, San Francisco, San Mateo and Santa Clara counties) each have three seats on MCAC: one for an individual of African American/Black background, one for an individual of Asian background and one for an individual who is Latino/Hispanic. The four smaller counties in the region (Marin, Napa, Solano and Sonoma counties) each have two seats on the advisory panel; these members are either of African American/Black, Asian or Hispanic/Latino descent. Members are selected by the Commissioner(s) representing each county. One additional at-large advisor is of Native American descent, and two at-large advisors are from or serve low-income communities; these positions are appointed by the Commission chair and vice chair.

The Elderly and Disabled Advisory Committee (EDAC) was established in 1991 to help MTC and Bay Area transit operators comply with new requirements in the recently enacted Americans with Disabilities Act. The 20-member panel includes one elderly and one disabled advisor from each of the nine Bay Area counties, as selected by the Commissioner(s) representing each county. Two additional advisors, either elderly or disabled, are selected from the region at large by the Commissioners representing the Association of Bay Area Governments (ABAG) and the Bay Conservation and Development Commission (BCDC).

² http://www.mtc.ca.gov/get_involved/advisory/ accessed on August 17, 2009.

HISTORY AND STRUCTURE OF MTC'S CITIZEN ADVISORY COMMITTEES

The Advisory Council was established in 1995 in an effort to involve citizens from a diverse set of backgrounds and interest areas to inform and influence policy and funding decisions. Advisory Council members meet monthly to make recommendations on a range of transportation issues and projects being considered by the Commission. The Advisory Council's work includes such subjects as the region's long-range transportation plan, proposed MTC positions on legislation affecting transportation services, transportation and land use policies, funding programs and public involvement.

MTC's December 18, 2002, Resolution No. 3516 revised the role and responsibilities of the citizen advisory committees. The Resolution describes the purpose of the committees as working to (a) provide formal input on decisions and actions pending before the Commission; (b) actively and independently research new initiatives that the committee believes might be relevant to the Commission; and (c) remain informed on transportation-relative activities in the Bay Area through updates and reports from MTC staff.

CURRENT STRUCTURE AND FUNCTION

Advisory committees meet monthly, during regular business hours, at MTC's offices at the Joseph P. Bort MetroCenter in Oakland. Meetings are two hours in duration and may be preceded or followed by subcommittee meetings. Each committee is assigned one MTC staff liaison in addition to one staff secretary who provides administrative support. MTC staff works with each committee chair to prepare committee agendas and staff reports, coordinate meetings and produce summary meeting minutes. Meetings are conducted in accordance with California's Ralph M. Brown Act, which governs open meetings for local government bodies.³ Figure 1 shows the existing organizational structure of the advisory committees and their respective subcommittees.

The role and responsibilities of the committees are outlined in MTC's Resolution No. 3516 (Resolution), adopted on December 18, 2002. The Resolution describes the role of the committees as follows:

The Advisory Council is a broad based panel that brings together a variety of interest groups to discuss transportation issues of concern to all. The Elderly and Disabled Advisory Committee and the Minority Citizens Advisory Committee ensure that the views and needs of the elderly and persons with disabilities, and minority communities,

³ California Government Code Section 54950

HISTORY AND STRUCTURE OF MTC'S CITIZEN ADVISORY COMMITTEES

respectively, are adequately reflected in MTC policies.⁴

The Resolution requires that the committees report on an annual basis to MTC's Legislative Committee. In accordance with the Resolution, the Commission assigns the subject matter for each committee. As noted by the Resolution, annual work plans should address the following points:

- Provide formal input on decisions and actions pending before the Commission.
- Actively and independently research new initiatives that the committee believes might be relevant to the Commission.
- Receive updates from staff on transportation-related activities in the Bay Area.⁵

As outlined in the 2007 Public Participation Plan, the advisory panels are "consulted during the development of MTC policies and strategies, and their recommendations on various issues are reported directly to the Commission."⁶ The Public Participation Plan notes that the advisory committees may pursue their own policy/program discussions and that they may bring independent ideas forward to the Commission.

While committees have distinct subject areas as designated by the Commission, an assessment of committee meeting agendas from 2007 through July 2009 revealed significant overlap among the committees in terms of discussion topics, contributing to considerable repetition of staff work and presentations to each committee.

ROLE OF ADVISORY COMMITTEES WITHIN MTC'S PUBLIC PARTICIPATION PROGRAMS

MTC seeks advice and collaboration with a broad number of technical and citizen advisors. The third guiding principle of MTC's Public Participation Plan for the San Francisco Bay Area states that:

"Citizen advisory committees can be used to hear and learn from many voices in the Bay Area."⁷

In addition to citizen advisory committees, another primary component of the public participation program is MTC's Bay Area Partnership,

⁴ Resolution No. 3516, pg. 1.

⁷ Public Participation Plan, pg. 2.

⁶ Metropolitan Transportation Commission, *Public Participation Plan for the San Francisco Bay Area*, September 26, 2007, pg. 14.

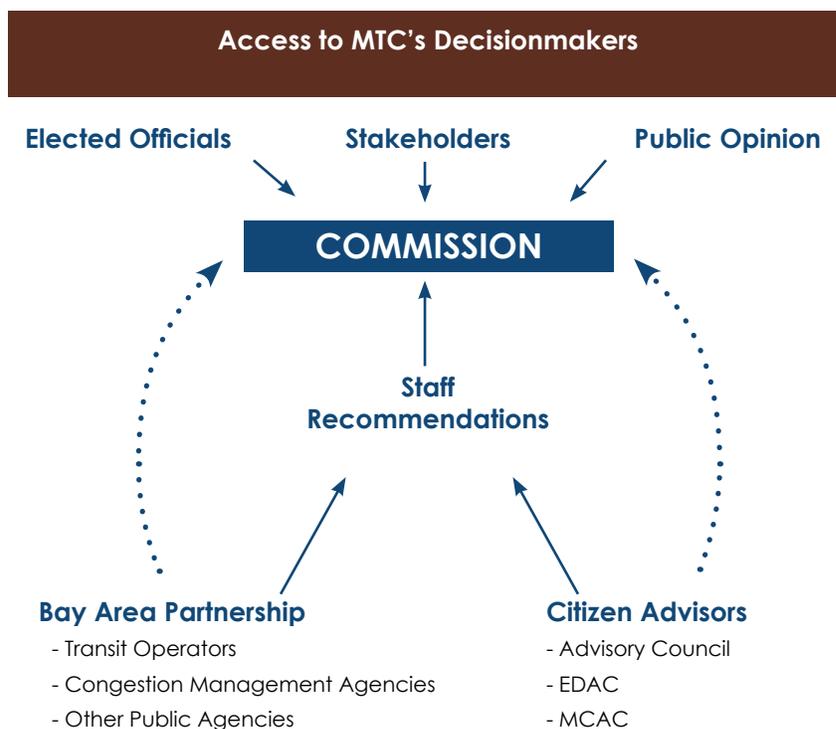
⁷ Public Participation Plan, pg. 2.

HISTORY AND STRUCTURE OF MTC'S CITIZEN ADVISORY COMMITTEES

which includes the executive staff of 41 Bay Area public agencies, including transportation agencies, public transit operators, county congestion management agencies, city and county public works departments, ports, Caltrans, the U.S. Department of Transportation and environmental protection agencies. This diverse group of transportation professionals was formed in 1995 to improve regional mobility, reduce traffic congestion and improve air quality. The role of the Partnership is outlined in MTC Resolution 3509.⁸ The Partnership has one primary subcommittee, the Partnership Technical Advisory Committee, which is able to focus more closely on technical aspects of policy issues.

Figure 3 below illustrates how the current MTC advisory structure—including advisory committees and the Partnership Board — provides direct input to the Commission and helps staff shape recommendations.

Figure 3
Access to MTC's Decisionmakers



⁸ *Metropolitan Transportation Commission, Public Participation Plan for the San Francisco Bay Area, September 26, 2007, pg 16.*

RESULTS OF STAKEHOLDER INTERVIEWS AND FACILITATED DISCUSSIONS

RESULTS OF TRANSPORTATION 2035 PUBLIC OUTREACH EVALUATIONS

Post-project evaluations of public outreach efforts related to the Regional Transportation Plan (RTP), Transportation 2035, revealed a need for this review of the citizen advisory committee structure. The evaluation reports summarized below demonstrate insufficient communication between Commissioners and Advisors and the benefit of joint formats for advisory committee meetings. A comprehensive account of the responses from Advisors and Commissioners can be found in the June 2009 Joint Advisors and MTC Commissioners Evaluation Reports, included as Appendix C to this report.

Joint Advisors Evaluation Report

Advisory committee members were queried about their experiences with joint advisory committee meetings conducted as part of the Transportation 2035 planning process. The joint meeting format had been used throughout the RTP outreach program, gathering Advisors together for 12 joint advisor workshops. Thirty-one Advisors who had attended four or more joint workshops were contacted to complete the survey. Of those, 22 Advisors responded.

A number of key findings emerged from the survey of Advisors. First, an overwhelming majority of advisors surveyed felt that the joint forums were a useful tool to learn about and discuss long-range transportation issues. Additionally, a majority of Advisors felt that it was useful to have different voices and opinions at the table. Finally, Advisors felt uncertain that their comments reached the Commission, since there was little or no direct communication back to them.⁹

MTC Commissioners Evaluation Report

MTC Commissioners were interviewed to obtain feedback about their observations of the Transportation 2035 public involvement program, including the joint advisors workshops, with the goal of refining MTC's public involvement process. Most Commissioners surveyed found that a joint response from all three advisory committees was more useful than separate responses from each committee. Commissioners surveyed indicated unanimous support

⁹ *Transportation 2035—Change in Motion, MTC Joint Advisors Evaluation Report, June 3, 2009.*

RESULTS OF STAKEHOLDER INTERVIEWS AND FACILITATED DISCUSSIONS

for the three advisory committees to discuss other issues of mutual interest in a joint forum. Commissioners valued the opportunity for issue vetting in a collaborative way by all three groups. They believed this was a good means of achieving consensus among a diverse set of perspectives.¹⁰

RESULTS OF FACILITATED DISCUSSIONS WITH ADVISORY COMMITTEES

PMC conducted one facilitated discussion with each committee (EDAC, MCAC and Advisory Council) as well as one joint discussion with all three committees during the months of July and August.¹¹ Complete summaries of these discussions are included as Appendix A to this document. Each discussion was lengthy, exceeding the time allotted on the agenda, demonstrating the strength of conviction and level of concern Advisors had for this topic. In general, while there was much disagreement, there were a number of common points upon which nearly all Advisors agreed:

- Communication between Advisors and Commissioners could be improved.
- Clear Commission direction on the mission and vision as well as measurable goals and outcomes would help advisory committees to increase their effectiveness.

A number of Advisors acknowledged that the way to increase communication with Commissioners may be to reduce the number of advisory committees, so that Commissioners could focus their efforts and attention on one single committee's advice. However, many Advisors also shared the viewpoint that no structural change was needed. This viewpoint was most strongly held by members of EDAC, with some members of the other two committees also in agreement.

Concern was expressed for the need to meet the legal requirements for public outreach and to conform to the Memorandum of Understanding of September 19, 1974, between MTC and the Mexican-American Legal Defense and Education Fund.

Nearly all Advisors felt strongly about the need to formalize the reporting process for committees to share their advice with the

¹⁰ *Transportation 2035—Change in Motion, MTC Commissioners Evaluation Report, June 11, 2009.*

¹¹ *EDAC Meeting, July 2, 2009; Advisory Council Meeting, July 8, 2009; MCAC Meeting, July 14, 2009; Joint Advisors Workshop, August 12, 2009.*

RESULTS OF STAKEHOLDER INTERVIEWS AND FACILITATED DISCUSSIONS

Commission. Advisors had varying levels of communication with their respective appointing Commissioner. There was agreement on and enthusiasm for the prospect of Commissioners attending committee meetings on a regular basis.

Many Advisors also felt that executive staff should attend committee meetings alongside Commissioners. Advisors expressed a desire to be able to question executive staff during the meeting—to expand the depth of their discussions by hearing firsthand what executive staff had to say. Concern was expressed that the advisory committees are used to “rubber stamp” staff's recommendations, rather than to collaboratively discuss transportation issues and programs.

Specific key messages emerged from each group. The following highlights the responses received from EDAC, MCAC and the Advisory Council in their individual meetings.

EDAC—EDAC Advisors expressed a desire for the structure to remain the same, while agreeing that communication with Commissioners needed to be improved. Recommendations for formalizing communication with Commissioners were provided by EDAC Advisors. Concerns were expressed about the potential loss of diversity in Advisor opinions if advisory committees are restructured. Advisors expressed confusion about their role, whether they were a watchdog for MTC programs' accessibility or whether their focus was regional policy affecting seniors and disabled persons. Advisors also commented on the benefit of the cross-pollination of ideas with a joint format.

MCAC—MCAC Advisors proposed a framework for more formalized communication with the Commission. Advisors also noted the need for measurable goals and outcomes and adherence to the committee's work plan. Advisors noted the need to increase communication with executive staff. Many members noted the potential benefits of consolidation if it meant having more and better access to MTC Commissioners and executive staff.

Advisory Council—The Advisors noted the need to strengthen communication with Commissioners, providing suggestions such as the need for a formal process for transmitting advisory committee recommendations to the Commission. Advisors also noted the need for executive staff attendance at meetings. Advisors commented on the need for clear direction regarding mission, policy agenda and priorities, including the suggestion that the Commission determine three or four key projects or assignments for advisors to work on.

RESULTS OF STAKEHOLDER INTERVIEWS AND FACILITATED DISCUSSIONS

Concern was expressed that this review of committee structure was focused on cost-cutting. Advisors noted the need for more staff support and more oversight of funding.

The membership of all three advisory committees was invited to an August meeting to discuss the advisory committee structure. This meeting featured a facilitated discussion with a specific focus on the potential issues created by restructuring. Key themes that emerged from this joint advisors discussion include:

- Need to maintain diversity represented by all three committees and ensure the Bay Area's communities are represented, even if the Committees are merged
- Need for specific direction from Commission on purpose and role of committees, and specific outcomes
- Need for better communication with Commissioners, and concern that Advisors' recommendations are not heard or taken seriously

KEY ISSUES WITH EXISTING CITIZEN ADVISORY COMMITTEE STRUCTURE

Through the initial surveys of advisory committee members and Commissioners, facilitated discussions with each committee and discussions with staff, the following issues with the existing committee structure were identified:

1. Communication between Advisors and Commissioners is limited and one-directional.

"The major concern is the Commission hearing the voice of the advisors and understanding what we are trying to do."—Advisory Council Member

2. Communication between Advisors and executive staff is limited and one-directional.

"What worked for me in that integrated 2035 RTP process was ... having that face to face contact with executive management ... if we could have that on a consistent basis as an integrated body, this group would be far more effective."—MCAC Member

"One of the critiques I'd make of the joint advisory process with the 2035 Plan was ... people began using the words 'rubber stamp.' ... There has to be dynamic tension ... between what the advisory groups think is important to talk about and what the staff thinks is important to talk about."—EDAC Member

KEY ISSUES WITH EXISTING CITIZEN ADVISORY COMMITTEE STRUCTURE

3. Each advisory committee's mission, goals and objectives are not clearly defined or understood by Advisors.

"We need to have directives, established goals with measurable objectives that we look at quarterly."—MCAC Member

"If we all feel uncomfortable that our suggestions are falling on deaf ears, maybe it's time to change the mission statement or the goals and objectives of each committee."—EDAC Member

4. The Commission's expectations of advisory committees are not clearly conveyed to Advisors.

"What does the Commission want from the advisors?"—Advisory Council Member

5. More opportunities for cross-pollination of ideas, or integration of MCAC and EDAC issues into the larger advisory committee context, are needed.

"The proposal has ... a lot of promise ... Integrating all three committees leads to greater interaction between groups and better synthesis of ideas, and ultimately a stronger proposal."—MCAC Member

"Our voices are stronger when we speak together."—MCAC Member

AGENCY ADVISORS: CASE STUDIES FROM THROUGHOUT THE WEST

PMC contacted a select number of transportation agencies and metropolitan planning organizations with similar jurisdiction and organizational complexity in an effort to better understand how other agencies structure their advisory groups. These agencies were queried about their specific advisory committee structures, how they are established and how they function in relation to the respective boards. Agencies contacted include, but are not limited to, Sacramento Area Council of Governments (SACOG), San Diego Association of Governments (SANDAG), Maricopa Association of Governments (MAG), Southern California Association of Governments (SCAG), Portland Metro, Denver Regional Council of Governments (DRCOG) and the Bay Area Air Quality Management District (BAAQMD).

Relative to other agencies surveyed, MTC has an unparalleled level of citizen advisor involvement. Most agencies, including Portland Metro, SANDAG, MAG and SACOG, rely solely on technical advisory committees, which comprise senior-level public works and planning staff. Others, such as DRCOG's Transportation Advisory Committee, consist only of staff/representatives of counties and municipalities, as well as traffic and air quality experts. Larger agencies, such as

KEY ISSUES WITH EXISTING CITIZEN ADVISORY COMMITTEE STRUCTURE

SCAG, do not have advisory committees which obtain input from certain groups in the community (e.g., persons of color, seniors, etc.). These agencies instead rely on transportation commissions to maintain consistent dialogue with local communities. They do invite citizen participation during project-specific workshops, but do not have standing committees of citizen advisors.

BAAQMD, whose jurisdiction mirrors that of MTC, has one multi-interest advisory council consisting of 20 members who meet nine times per year. Members of the advisory council are selected because of their prominence in their professions and as representatives of interest groups in the community.

Similarly, Portland Metro's Policy Advisory Committee is a joint citizen and local government advisory committee that consults on policy issues. An additional 37-member committee of planners, citizens and business representatives provides technical support to the Policy Advisory Committee.

Both BAAQMD and Metro's advisory groups comprise a mixture of transportation professionals and citizens. MTC is the only agency, among those surveyed, with discrete committees dedicated to citizen advice.

Many agencies, such as SACOG, SCAG, Portland Metro and BAAQMD, form subcommittees that serve for short durations in order to concentrate on different regional transit planning projects or other specific tasks. Almost all agencies that utilize subcommittees stated that the subcommittees add a greater sense of focus to the committee process and help to add organization to meetings.

Detailed case studies of the surveyed agencies can be found in Appendix B to this document.

RECOMMENDATIONS

RECOMMENDATIONS

1

Replace the existing structure with a new Citizen Policy Advisory Committee.

Establish a new, expanded and more inclusive committee to provide citizen advice regarding MTC policy, which replaces the existing committee structure.

1.1

By focusing and reinforcing the strength of one single citizen committee that reports to the Commission, Advisors can expect to have greater influence on MTC's policy direction. Additionally, the new Advisors will have a better understanding of and opportunity for discussion of different constituencies' perspectives. The composition of the new, more inclusive committee should honor the third guiding principle of the Public Participation Plan as well as MTC's Environmental Justice Principles—providing a forum to hear the many voices of the Bay Area and empowering low-income communities and communities of color to participate in decision making that affects them.

The committee should comprise 36 members who represent the diversity of the nine-county Bay Area. The membership of the committee should include representatives of key constituencies with expertise in their local transportation issues and issues facing traditionally underrepresented groups, including minority, low-income, senior and disabled representatives. It is recommended that each of the nine counties provide one minority and one senior or disabled representative for a total of 18 committee members. The remaining 18 seats on the committee should be divided among interest and issue areas relevant to MTC's existing policy agenda. For example, issue and interest areas for these seats may include environmental protection, business and labor, and social equity.

While the Commission will direct the committee's policy agenda, it is recommended that the policy agenda provide focus by addressing the key issues facing MTC at this time, such as transportation equity analysis, mobility management, transit sustainability, implementation of core Transportation 2035 programs, and the development of the sustainable community strategy per SB 375.

It is recommended that the new committee would meet monthly in Oakland due to its central location. However, it is recommended that the new advisory committee make an effort to vary the meeting location from time to time.

RECOMMENDATIONS

Figure 3
Existing Advisory Committee and Subcommittee Organization

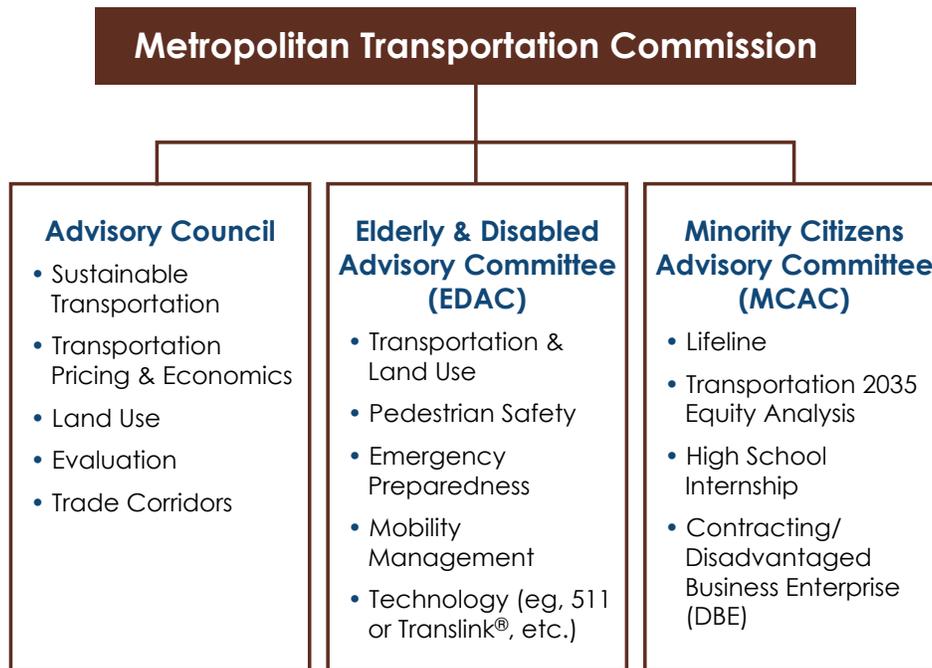
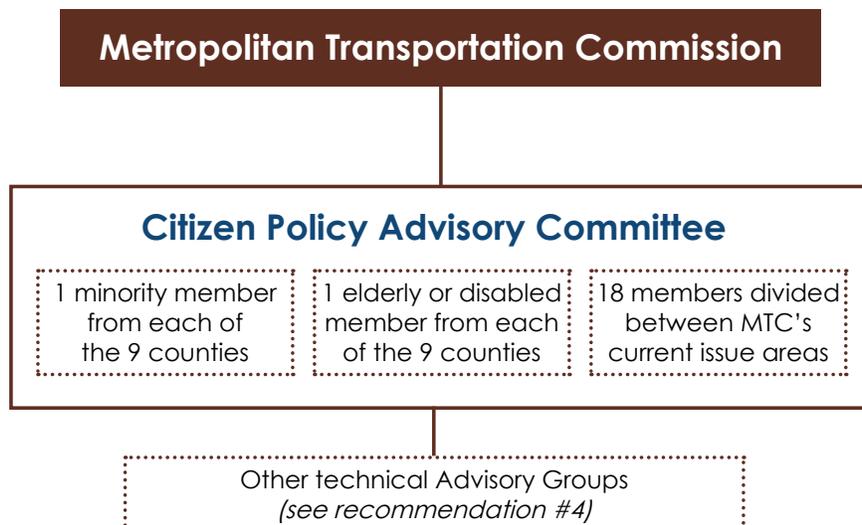


Figure 4
New Advisory Committee and Subcommittee Organization



RECOMMENDATIONS

2 Provide strategic direction to Citizen Advisors.

The Commission should establish a mission, purpose and measurable goals for the new committee. The Commission and staff should communicate this strategic direction to the committee.

- 2.1 The Commission should establish a mission, purpose and measurable goals for the committee. Numerous Advisors agreed that the advisory committees lacked clear strategic direction. It is recommended that the Board set the committee's mission, goals and objectives for the coming year, as well as the committee's agenda. The Commission should set the committee's agenda on an annual basis, after obtaining input from the committee on suggested work items. It is recommended that the MTC Executive Committee take responsibility for the identification of the committee's annual direction, which will be directly related to the implementation of the regional transportation plan. Initially, this planning effort should be based on the Transportation 2035 Plan and should be completed before incoming Advisors begin their tenure in 2010.
- 2.2 MTC staff should expand the training program for all incoming Advisors to include clear direction on the role of Advisors. Many Advisors are functioning without an understanding of their role and the role of their committee. MTC currently provides a two-hour orientation for Advisors at the start of their term. In addition, MTC should develop an annual training program for Advisors that briefs them on their role, responsibilities, annual work plan and strategic direction from the Commission.

3 Strengthen Communication between Advisors and Commissioners, and Advisors and staff.

Establish formalized reporting and communications procedures to govern communications between Commissioners and Advisors, and executive staff and Advisors.

- 3.1 Advisory Committee members should report at least quarterly to the Commission. Advisors should also report in concert with agenda milestones, and on an as needed basis. A Citizen Policy Advisory Committee member shall make reports in-person. Reports should include mention of the key activities of the committee in recent months, mention of upcoming agenda items and any new issues the committee suggests the Commission consider.

RECOMMENDATIONS

- 3.2 The primary point upon which nearly all existing Advisors agree is that communication with the Commission needs to improve. For this reason, it is recommended that at least two Commissioners attend each Citizen Policy Advisory Committee meeting to listen, answer Advisors' questions and participate in the discussion.
- 3.3 Similarly, at least one executive staff member should attend each Advisory Committee meeting. Nearly all Advisors agreed that increasing communication with MTC's executive staff was of prime importance. It is recommended that at least one executive staff member attend each Advisory Committee meeting.

4 Solicit project- and program-specific technical advice.

Ensure that advisors continue to provide staff with specific technical advice for implementation of programs and projects.

- 4.1 Advisors and staff observed the important role of EDAC and MCAC in providing technical expertise to assist with the implementation of MTC's programs, such as the accessibility of 511 and TransLink®, emergency preparedness, language accessibility, the SBE and DBE programs, and high school internship program. In the transition to one citizen advisory committee, it is important not to lose this expertise. However, these issues are best suited for informal technical advisory groups. Such technical advisory committees can collaboratively address specific issues for which MTC desires additional, citizen-driven technical advice. Members would come from the larger committee.

APPENDIX A

Memo

To: Ellen Griffin
METROPOLITAN TRANSPORTATION COMMISSION (MTC)

From: Nora De Cuir, PMC

Cc: Kendall Flint, PMC
Rick Williams, PMC

Date: July 20, 2009

Re: Notes from July 02, 2009 Elderly and Disabled Advisory Committee (EDAC) Meeting
Agenda Item #11, MTC Advisory Committee Review
Public Outreach Evaluation: Advisors to the Commission

Randy Rentschler provided an introduction to the item and explained the purpose of the advisory committee structure review.

Nora De Cuir of PMC summarized the joint advisor evaluation process. Of the 66 total advisors, 31 participated in at least 4 joint sessions and were contacted and 22 advisors completed the interviews. She cited the findings from the evaluations and acknowledged that a majority of the MTC advisors felt that the cross-fertilization of ideas and perspectives was quite helpful. Most commissioners said they considered a joint response from the advisory committees to be more useful.

Results of the discussion are outlined below.

1. Importance of the involvement of commissioners and executive staff: How should Commissioners and Executive Staff be engaged? What are your ideas?

- More structure should be given to Committee members, staff, and board members in order to be beneficial to the process.
- More attention should be provided to Committee minutes. Once the meeting minutes are posted to the website, they are often forgotten.
- Motions should be utilized more frequently.
- Formal relationships should be developed with Committee chairs from other committees.
- There is often confusion with what committees are supposed to deal with. A formal process should be developed.
- Public responses/comments should be placed on the agenda with more weight given to direction/input from the public.

APPENDIX A

- Brief reports (3 to 5 minutes) from the chair of each committee should be given to other committee members in order to share progress and ideas/thoughts.
- A formal report from each committee should be developed and/or adopted.
- There should be a formal process to meet with commissioners.
- Resolutions adopted by the committee should be placed on the Planning Commission agenda.
- Commissioners or a Commission Liaison should attend all advisory committee meetings.
- More direct and concise communication with the commission is needed, either through memos or “response required” messages. The current method of communication needs to be improved.
- A “mechanism of response” tool for commissioners should be established and utilized. This would allow for a consistent process for commissioners to respond to committees.

2. If the Advisory Committee structure were to be changed, what should the changes look like? How large should the group be? What are your ideas for the selection of representatives? What opportunities would this offer?

-and-

3. What areas of concern do you have if the groups change? What about forming small groups to study particular topics? Access to an educational or research budget to enhance your ability to be effective advisors? What are your concerns? How would you address them?

- A clear role for MTC Staff and MTC Commissioners needs to be defined. This role is often unclear to the advisory committees.
- The dismantling of the EDAC advisory committee would result in the loss of a valuable Public Relations tool for MTC.
- Currently the sub-committee meetings work well. The diverse committee conversations are beneficial.
- Joint committee meeting should be held on a regular basis.
- “One size does not fit all.” Approaching problems with generic solutions does not work effectively.
- Examples of other industries should be explored to combine committees.
- The EDAC Advisory Committee currently has an excellent working relationship with MTC staff. Dismantling EDAC could disrupt this relationship.
- The EDAC committee has expert knowledge with regards to the

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committee's subject matter; dismantling the EDAC committee could dilute this information resource.

- MTC should look for “outside the box” solutions to the elimination of Advisory Committees.
- It is important to have a mix of diversity within the committee.
- The consolidation of Advisory Committees would make business too difficult. There would be too many interests involved.
- The termination of the EDAC is not worth the cost savings.
- Loss of EDAC would be a big loss to the elderly and disabled population.
- One benefit to the consolidation of committees would be the diverse brainstorming process.
- One benefit which would result from the consolidation of committees would be the cross-marketing of ideas between committees.
- Prior to any decisions about the termination, consolidation, or reformation of committees, a demographic study/analysis should be conducted.
- Representatives from the Advisory Committees should meet with other Advisory Committees.
- EDAC's special interests should be considered when making this decision.

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Memo

To: Ellen Griffin
METROPOLITAN TRANSPORTATION COMMISSION (MTC)
Rick Williams, AICP, PMC

Cc: Nora DeCuir, PMC
Kendall Flint, PMC
July 20, 2009

Re: Notes from July 8, 2009 MTC Advisory Council Meeting
Agenda Item #8: MTC Advisory Committee Review
Public Outreach Evaluation: Advisors to the Commission

Ann Flemer, MTC's Deputy Executive Director of Policy, summarized the findings to the Advisory Council on the Transportation 2035 Public Outreach evaluation.

Messages heard:

- The whole 2035 process involving a joint advisory procedure was an opportunity to provide input to the Commission.
- There is currently concern about weak relationship between advisors and Commission.
- PMC will audit and evaluate process.
- Recognize how Commission's agenda has changed. Report back to Commission in September with findings.

Kendall Flint of PMC summarized the joint advisor evaluation process. Of the 66 total advisors, 31 participated in at least 4 joint sessions and were contacted and 22 advisors completed the interviews. She cited the findings from the evaluations and acknowledged that majority of the MTC advisors felt that the cross-fertilization of ideas and perspectives was quite helpful. Most commissioners found that a joint response from the advisory committees was more useful.

MTC's Legislation Committee supported a comprehensive review of the current advisory committee structure. This reflects a desire to strengthen communication between advisors and the Commission. This could include a potential consolidation of the committees. Working towards something highly functional, that reflects the desires and views of the communities represented. The existing subcommittee structure was reviewed.

1. How important is the involvement of Commissioners and Executive staff? How should Commissioners and Executive Staff be engaged? What are your ideas?

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BOB PLANTHOLD: Mr. Planthold said MTC needs a process where recommendations get funneled to a designated official and to a hearing, because ideas never seem to get to the Commission. MTC only pays attention to those with political influence and votes. A formal responsive action by the Commission is needed. Actionable items need more follow-up. Mr. Planthold is curious about which subcommittee it would go to.

DON ROTHBLATT: Mr. Rothblatt said a live Commissioner should attend advisory committee meetings. He cited Commissioner James Sperring from Solano County as an example. Additional rapport would emerge.

RICHARD HEDGES: Mr. Hedges likes the existing structure, but is concerned about the process. He thinks the terms of the advisors should be extended. He mentioned that the members present at the July EDAC meeting found the consultant presentation and summary to be troublesome. He emphasized that EDAC should remain as a standing committee. He cited the high level of collegiality on the committee and that it operates without staff members. Given the need for the EDAC and understanding the hurdles of the disabled, it would be counterproductive to change existing structure of EDAC.

WENDY ALFSEN: Ms. Alfsen stated that it's nice to see an Executive staff member. She said the agendas are set up to be actionable. Community engagement in transportation planning process was to ask about people's process. Committees were not sufficiently engaged. In the series of joint workshops (not against them for the RTP), there should be some mechanism for it to move forward. What went forward to the Commission, the advisors had no idea. It was a staff summary of the advisor comments. All of the subcommittees are for the purpose of determining whether a policy recommendation should be made to the Advisory council/Commission – an organizational tool. Commissioners and executive staff coming to the meeting would be icing on the cake. She appreciates it when they do attend.

MARGARET OKUZUMI: Ms. Okuzumi said that, in the past two years, staff had an intensive outreach to the committee on the 2035 plan and acknowledged that it was a demanding process. The Bay Area is home to many people. To reduce the number of people who are involved in transportation decisions would not be wise. She said there would be no closing of the loop. She mentioned that the Advisory Council does not receive confirmation from the Commission that the views and recommendations of advisors are being heard. In San Mateo County, advisory committees have more influence.

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XIAO-YUN LU: Xiao-Yun Lu stated it is important to maintain subcommittee structure and emphasized the importance of Executive Staff to attend meetings. He acknowledged the difficulty of commissioners to attend due to other obligations. He suggested that perhaps commissioners who have a vested interest in an issue should be encouraged to attend a subcommittee meeting.

ELI NAOR: Mr. Naor said the mission of an advisory council is to give direction and that it shouldn't be an advocacy body. On the committee agenda, the mission should be clearly stated and a dedicated liaison should be appointed. He said he didn't think that dialogue is enough and that there should be consideration for the advisory committee to be part of the Commission's policy arm.

PAUL SILVESTRI: Mr. Sivistri wanted to know what MTC wants from committee members. He said that, absent a policy agenda, committee members work on a policy agenda on their own. He said he would be open to the Commission setting an agenda for the Advisory Council. He also wanted to know if the Commission could provide feedback.

CATHY JACKSON: Ms. Jackson agreed with Paul. She said the Commission wants feedback from advisors and should model it after the state business advisory committee, which gives staff liaison reports to Governor on a quarterly basis. There should be a standing item on Commission's agenda two to three times a year for advisors to report. She requested that the mission of the advisory committees be clearly defined.

RICHARD HEDGES: Mr. Hedges said that members should have the ability to comment on agendas, where staff reports back on items on agenda, and should include financial oversight.

2. If the Advisory Committee structure were to be changed, what should that look like? How large? What are the ideas for selection of representatives? What opportunities would this offer? What are your ideas?

DAVID GRANT: Regarding the Committee Structure, Mr. Grant said there is conflict between advocacy and advisory. As an advisory group, ideas are formed and presented. He wanted to know who advocates. He stated that it should consider the diversity of interests and who will coordinate. EDAC represents of group of common interests that brings sensitivity to the issues. Silo structure, narrowly defined. He said what the Commission needs has to be part of the

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process. Is the advisory structure to represent constituency groups? TOD discussion: Why aren't disabled persons represented? It needs to have both functions: policy level and constituency needs.

EDAC Pedestrian Subcommittee would be a good model for how an advocacy would work.

BOB PLANTHOLD: Mr. Planthold complained that the question was abstract and unfocused. He emphasized that advisory committees were formed by consent decree. He also thought that the question didn't have a realistic context. The Commission has the responsibility to vet this issue.

JAMES MCGHEE: Mr. McGhee said the process is all about saving money and cutting costs, and wanted that to be admitted if it is the case. He said the existing system works quite well. The MCAC subcommittees work very hard. There should be some direction from the Commission as part of its agenda to set priorities for the advisory committees.

RICHARD HEDGES: Mr. Hedges agreed with Mr. Planthold and Mr. McGhee on having more direction from the Commission. When the MTC Advisory Council was formed, it looked at what the Commission was doing. He said he would appreciate more direction from the Commission.

MARGARET OKUZUMI: Ms. Okuzumi said she assumes that the Commissioners have the time to set priorities and agendas. She would stress the diversity of voices if the structure is changed in order to represent all constituencies affected. She said it would be appropriate to combine advocacy and advice, and to have CBOs represented at the table and balance it out with ample representation.

DON ROTHBLATT: Mr. Rothblatt said it's unrealistic to think about the conflict between advocacy and advice. He instead said he wants to embrace the diversity of views. Start with the base of a reasonable amount of diversity. Other advisory groups have special challenges and tasks. He said the process needs special points of view.

WENDY ALFSEN: Ms. Alfson said the group can't be too much larger. It's unrealistic to neatly divide constituencies and representation from other committees. She said technical advice is invaluable from the individual advisory groups. A process should be set up to have consensus amongst the advisory committees.

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ELI NAOR: Mr. Naor stated that this is a reverse engineering process at work. He said the Commission is essentially a body of politicians. Advisory committees are tasked to weigh in on a variety of issues. The advisory process has to be energized to take on projects at the behest of the Commission, which ties into a mission.

PAUL SILVESTRI: Mr. Silvestri said the problem is not the structure of the Commission. If role is to give feedback to the Commission, we need to have direction. With respect to structure, he said it is not role of an advisory group to weigh in on structure of the other two groups. It's instead up to the Commission to decide.

JAMES MCGHEE: Mr. McGhee said that what would really be helpful would be to have three committees which serve MTC well. He said staff is overloaded with requests from committees and should consider the hiring of a coordinator to focus on the three committees to develop recommendations to the Commission at their direction. MCAC has a lot that they do. He said committee members feel that they need to meet every month; but feel that they don't have sufficient, dedicated staffing support.

BOB PLANTHOLD: Mr. Planthold asked if the Commission would be willing to wait three months if a staggered schedule were adopted for the advisory committees.

CATHY JACKSON: Ms. Jackson said she wants the Advisory Council to be part of the budget process and should weigh in on the allocation of funds for staffing. She also said she wants the Commission to give more direction with at least two standing items on the Commissions' agenda.

3. What areas of concern do you have if the groups change? What about forming small groups to study particular topics? Access to an educational or research budget to enhance your ability to be effective advisors? What are your concerns? How would you address them?

Time ran out on the Advisory Council's schedule to entertain these series of questions. Will revisit during next month's meeting.

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Memo

To: Ellen Griffin
METROPOLITAN TRANSPORTATION COMMISSION (MTC)

From: Rick Williams, AICP, PMC

Cc: Nora DeCuir, PMC
Kendall Flint, PMC

Date: July 20, 2009

Re: Notes from July 14, 2009 Minority Citizens Advisory Committee (MCAC) Meeting
Agenda Item #5, MTC Advisory Committee Review
Public Outreach Evaluation: Advisors to the Commission

Ellen Griffin of MTC addressed MCAC in place of Randy Rentschler. She explained that the purpose of the review was to take a closer look into whether the MCAC is being utilized to the fullest extent.

Ms. Griffin suggested the possibility of having a joint advisor meeting in August. She mentioned that there are three official advisory committees. MCAC began in 1975 as a result of a lawsuit surrounding the Foothill Freeway. [Correction: MCAC was created in response to a complaint filed with the U.S. Department of Transportation and not from a lawsuit]. There are 14 subcommittees contained within the three advisory committees.

Ellen reviewed the public participation process since adoption of the Transportation 2035 Plan.

Two key messages heard:

1. Support for joint format
2. Consensus that there is a disconnect between the Commission and the advisory committees.

She stated that a report was given to Legislation committee in June, which endorsed the study of the advisory committee structure.

Nora DeCuir of PMC summarized the joint advisor evaluation process. Of the 66 total advisors, 31 participated in at least 4 joint sessions and were contacted and 22 advisors completed the interviews. She cited the findings from the evaluations and acknowledged that majority of the MTC advisors felt that the cross-fertilization of ideas and perspectives was quite helpful. Most commissioners found that a joint response from the advisory committees was more useful.

1. Importance of the involvement of commissioners and executive staff: How should Commissioners and Executive Staff be engaged? What are your ideas?

WILLIAM ALLEN: Mr. Allen acknowledged that a disconnect exists due to the busyness of Commission. He said there are no measurable outcomes and that there would be a much better connection if goals if a work-plan were in place. He said it needs to report back quarterly because commissioners want to hear an overview. A quarterly review should be arranged by MCAC Chair or the Commissioners could attend the MCAC meetings. A quarterly review would be an incentive.

DAVID ROSAS: Mr. Rosas said he tried to schedule a meeting with the Commissioner representing Sonoma County about park/open space plan and the elimination of pocket parks. He stated that there aren't any good avenues for dialogue.

RANDI KINMAN: Ms. Kinman wanted to know what the Commissioners think the committees are. She said she thinks the advisory committees are a pyramid structure instead of a lateral structure. She said study sessions would be a valuable tool. She asked if a work-plan would align with what the Commission wants.

LEE PIERCE: Mr. Pierce said there is an expectation on most committees that the minutes will be seen by the Commission or other action bodies. He said he would recommend a forum at the conclusion of each meeting, where the Chair would ask what items would go on an Executive transmission or memo that would be actionable. The memo would then be presented to the Commission for a formal response.

MICHAEL RUBIANO: Mr. Rubiano asked if the memo would be included the top five items or if it would be decided by the committee.

LEE PIERCE: Mr. Pierce responded that the action items would be decided by the committee.

RAPHAEL DURR: Mr. Durr said it seems like the CMAs have the ear of the Commission. The Commission seems out of touch with the community at a grass roots level. This matter would fit more into operations. He stated that the concern of the committees is that the EJ principles were not being considered.

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JACQUEE CASTAIN: Ms. Castain emphasized that there's a work plan for the MCAC. She said she objects to important issues being presented just before they go before the Commission and that there is not sufficient time for vetting.

CARLOS CASTELLANOS: Mr. Castellanos said it should be considered on the Commissioner level what they're interested in. He suggested that they should have a point person from the Commission that the committees could go to about a specific issue. As far as Executive Staff, he said it would be good for them to come to the committee meetings. He also said the roles of the executive staff should be clearly defined.

CARLOS ROMERO: Mr. Romero wanted to know about the involvement of Executive Staff. He said they are more important than the people elected on the Commission. He said executive staff is really important because they have institutional knowledge.

WILLIAM ALLEN: Mr. Allen said the objectives should be formalized. He said the commissioners tell MCAC what to do and that goals and objectives don't change, although the composition of the bodies does change. He suggested an organizational chart and quarterly reporting.

DAVID ROSAS: Mr. Rosas said he would like to be present at subcommittees of the Commission.

DARNELL TURNER: Mr. Turner said executive staff should meet with MCAC on a quarterly/semi-annual basis. He mentioned that he maintains regular contact with his commissioner. He wanted to continue to push advocacy. He hoped that the advice of the MCAC would be heard.

2. If the Advisory Committee structure were to be changed, what should that look like? How large should the group be? What are your ideas for the selection of representatives? What opportunities would this offer? What are your ideas?

MICHAEL RUBIANO: Mr. Rubiano said the size should be smaller. A consolidated advisory committee would be ungovernable and unmanageable with too many representatives. He said it could consolidate a little bit and still represent socioeconomic and ethnic interests. Subcommittees serve a more constructive role. He said it would be helpful if there was more alignment with the terms of the members. He also suggested they implement staggered terms.

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CARLOS ROMERO: Mr. Romero said if there is to be a consolidation, it should be larger body of around 30 representatives. Consolidation would provide better opportunity for Executive Staff to attend for more face time.

LEE PIERCE: Mr. Pierce stated that what groups lose in terms of interaction and connectivity could be made up if Commissioners would give the advisors three to five items to consider for more dialogue and less staff reporting. He suggested one meeting a month, staff could present and that this would be a better use of time to be able to talk with Executive Staff. He suggested the response could go on action sheet.

RANDI KINMAN: Ms. Kinman had no idea of overlap of subcommittees. She said this consumes staff time and wanted to know what the goals ultimately are. She said there is more input at the joint forums.

CARLOS CASTELLANOS: Mr. Castellanos said the importance of the subcommittees is to get to the issues at hand should be reported at the larger body level.

WILLIAM ALLEN: Mr. Allen said he was concerned about turf wars under a consolidated structure.

MIKE PECHNER (ADVISORY COUNCIL MEMBER): Mr. Pechner said he believes there is a disconnect between the advisory committees and the Commission/Executive Staff. He said commissioners should be represented at every advisory committee meeting so that there is accountability.

RANDI KINMAN: Ms. Kinman said she would like to see a structure that accommodates a single issue.

3. What areas of concern do you have if the groups change? What about forming small groups to study particular topics? Access to an educational or research budget to enhance your ability to be effective advisors? What are your concerns? How would you address them?

CHARLES RIVASPLATA: Mr. Rivasplata said he would be concerned that a manageable size be maintained. He said the mission statements of the individual groups should be preserved because each has a unique approach that needs to be considered.

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DAVID ROSAS: Mr. Rosas said transportation goes hand in hand with housing and infill. He said he would like to see workshops on the integration of issues (land use, open space). He cited the Greenbelt Alliance presentation as an example. He suggested it address concept of whole communities.

WILLIAM ALLEN: Mr. Allen said there are nine counties represented and wanted to know if that is the goal of why MCAC exists. He said it should have very clear objectives.

MICHAEL LÓPEZ: Mr. Lopez said there must be topics that affect other communities. He asked if there is a group that involves all three committees.

CARLOS ROMERO: Mr. Romero said that having the consolidated structure would lead to a cross-fertilization of ideas. He suggested that they should build allies and think regionally.

MICHAEL RUBIANO: Mr. Rubiano said each of the subcommittees has worked independently in the past and that there has never been coordination amongst the subcommittees; he said there is little communication. He is not in favor of having access to a budget. He advocates having access to a research person who can do analyses and who has access to MTC's data.

RANDI KINSMAN: Ms. Kinsman said the committee needs to have hands on all of the information in order to relate it back to respective communities.

GERALD RICO: Mr. Rico wanted to know how it should address having a quorum under a new structure.

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Memo

To: Ellen Griffin, MTC
From: Rick Williams, PMC
Cc: Kendall Flint, PMC
Nora De Cuir, PMC
Date: August 14, 2009
Re: August 12 MTC Joint Advisor Meeting Notes

Kendall Flint of PMC facilitated a joint meeting of the three MTC advisory committees. This meeting was a continuation of July's facilitated discussions with each of the three advisory committees.

Topic Area 3:

What areas of concern do you have if the groups change?

- What about forming small focused groups to study particular topics?
- Access to an educational or research budget to enhance your ability to be effective advisors?
- What are your major concerns?
- How would you address them?

MIKE PECHNER (ADVISORY COUNCIL): Mr. Pechner acknowledged that there was so much diversity amongst the committees that no one should be left out of the process. He said more diversity equals more ideas. He liked the idea of having joint councils addressing specific projects advanced. He said there is so much being inputted into the process that he doesn't want to see anyone left out.

RICH HEDGES (EDAC MEMBER): Mr. Hedges stated that the three committees augment the Commission. Said the current structure gives direction to Commission on how the committees feel. Wants to be more pro-active with where the Commission wants to go.

SUZANNELEVINE (EDAC): Ms. Levine inquired as to why the committees

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exist and what was needed from an advisory council. She stated she can't tell where they need to go. Said there isn't a strong enough relationship between the Commission and the advisory councils. Without having participation from people with disabilities, those issues are not integrated and planned for. She stated that if you don't take other diverse views into account, they won't be addressed.

BOB PLANTHOLD (ADVISORY COUNCIL): Mr. Planthold indicated he is uneasy about forming small focus groups. Inquired into why staff hasn't given more direction. He noted that MCAC does some work on different topics that other committees don't address. For example, there are committee members with communication difficulties. Emphasized that a plan is needed to react to.

ELEANOR BLOCH (EDAC MEMBER): Ms. Bloch said the EDAC subcommittees really work. Is concerned that needs for disabled would not be focused upon as the general population ages. Said EDAC needs to remain a stand alone group because the concerns of the disabled and elderly will not be addressed.

MARGARET OKUZUMI (ADVISORY COUNCIL): Ms. Okuzumi said she is concerned about legal requirements that mandate the establishment of the committees and heard that MCAC came about from a lawsuit/legal settlement in the 1970s. She would like to hear about federal requirements. She said there are 66 advisors, which doesn't seem like too many given the population of the Bay Area.

DENNIS TRENTEN (EDAC MEMBER): Mr. Trenten said the way the concept was introduced assumes that there will be shrinkage. Said he sees the need for more committees dealing with sub-categories. Other people who are disabled have specific needs. Said a larger committee will shrink the ability for MTC to hear from different components that make up transportation needs in the Bay Area. He said he questions the restructuring idea.

PAUL BRANSON (EDAC MEMBER): Mr. Branson likened the process to comparing apples and oranges. He cited poor communication between the advisors and the Commission. He emphasized that the focus should not be on how advisors can consolidate, but rather how can they take the value coming out of these groups and communicate it to the Commission. Said he thought that quality would be lost if groups are consolidated.

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CATHY JACKSON (ADVISORY COUNCIL): Ms. Jackson liked the idea of forming small focus groups to fill gaps or address particular issues (e.g. outreach to business and industry, or current issues like the Stimulus Bill), so project-based committees might be good, but not as a replacement of the three existing committees. Said access to educational/research budget is a definite yes and would like committees to be involved in the planning of expenditures. She stated that the major concern is the Commission hearing the voice of the advisors and understanding what we are trying to do, which is a reason for high turnover. She said advisors have started a process to be heard before the Commission and increase dialogue with staff.

WILLIAM ALLEN (MCAC): Mr. Allen said we're looking at the cart before the horse; we are reducing before we know what we're doing. He does not see definite goals and objectives with outcomes that are measured quarterly. At the end of the year ...what did you accomplish? We need to have directives, established goals with measurable objectives that we look at quarterly.

SUZANNE LEVINE (EDAC): Thought that the wrong questions were being asked. Should be asking what's not working and what the objectives are. Emphasized that measurable outcomes were needed and then you ask about ways to best design that. Try to save money and be more efficient.

WILLIAM ALLEN (MCAC): Mr. Allen emphasized the need to have measurable goals with outcomes, not just goals.

RICH HEDGES (EDAC MEMBER): Mr. Hedges referred to how Ms. Okuzumi had mentioned San Mateo County's process with dealing with their advisory committees. He said the committees review the Board's agenda and then review their agendas and give a report. Committees need to be tasked with following up on the agenda. He suggested that the committees have the agendas ahead of time and give a report to the Commission.

DAVID GRANT (EDAC MEMBER): Mr. Grant said to be of value, the advisory process may sometimes be uncomfortable to the MTC Commission. Said last year's joint advisor process for the 2035 Plan started off as open-ended. Every time the large group reconvened, the advisors were presented with what was decided by staff yet asked what they thought. Said the process feels rubber stamped, with staff seeking validation, rather than having an open discussion.

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DAVID ROSAS (MCAC): Mr. Rosas shared a worst-case example which involves not getting to voice the concerns of his community. He expressed wanting to be watchdog to ensure that his community receives its share of transportation dollars. He said MTC gave money towards Station Area Plan in Santa Rosa and hasn't been holding the City accountable to the plan and effort supported by the community. He cited that communities of color need more pocket parks.

MIKE PECHNER (ADVISORY COUNCIL): Mr. Pechner cited the siphoning of money from Dumbarton Rail. He said he wants advisors to hold MTC accountable on monies allocated to projects and be pro-active; advisors should be more proactive.

CRAIG YATES (EDAC): Mr. Yates said they never hear any feedback or acknowledgement from the Commission. He would like to have Commissioners visit the advisor meetings.

JANET ABELSON (EDAC): Ms. Abelson said things will be driven by lawsuits that will force reform of the committee structure. Settlements will mandate an advisory committee, particularly for the disabled community. She mentioned that she was on the Advisory Council during the TLC process, there was a "what if" type of conversation. She said the dialogue was creative and produced an initiative that was very positive. By making one group, she said the topics would be muddled. It is a good thing having the breadth of committees; it provides the opportunity to discuss in depth areas of interest and advise staff and the Commission. She said the Commission currently has too many time constraints and can't often get into such depth on issues.

WENDY ALFSEN (ADVISORY COUNCIL): Ms. Alfson noted that there was consensus that the three advisory groups should stay in existence, with some changes in format. She said the purpose of committees is to satisfy the state and federal public participation requirements. She stated that she thinks there is a feeling from staff that the committees are just a headache. She said MTC's public participation is quite lacking given the nine counties represented and that it doesn't do enough.

JOSHUA MIELE (EDAC): Mr. Miele said committees aren't taken seriously and are window dressing. He said there are some things that EDAC does that it shouldn't do. There should be staff devoted to making sure there are accessible policies. MTC does not have an accessible information policy, no accessibility office and no accessibility staff

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person. He said it needs someone in an official capacity to deal with these issues. He would be okay if EDAC was rolled into a larger group provided that there was internal restructuring that would see dedicated MTC staff devoted to accessibility issues.

SHERMAN LEWIS (ADVISORY COUNCIL): Mr. Lewis said he would suggest that MTC retain the three committees and allow and facilitate small groups to address specific issues. He has concerns about the Brown Act, which prevents advisors from talking about issues outside of meetings and would like a way for email and telephone discussions to be accommodated. It needs legal guidance on how to develop ideas outside of meetings because there are overlapping agendas. He stated that MTC has "mega project mania" and is too politically driven for consensus. He said he is in favor of a research budget that would allow outside advocacy groups to provide input, such as Transform. The advisors want some choice and would like to see tentative agendas posted before the final agendas come out. He said he would like to see some degree of continuity with process.

DON ROTHBLATT (ADVISORY COUNCIL): Mr. Rothblatt said everyone recognizes the trade off between the breadth and depth. Asked how many representatives would be appropriate. He stated he would like to see some non-profit organizations represented that aren't currently represented. He doesn't think that 66 is too large of a number. He suggested it could follow ABAG Executive Committee model. In response to the question of how they should organize, he suggested to look at what other organizations have done (LA, NY, Minneapolis). He said what he found is that these organizations have comparable committees such as EDAC. They have output measures, which are input measures (how many people interviewed). He wanted to know how policy has changed due to the participation of the advisors.

PAUL COHEN (ADVISORY COUNCIL): Mr. Cohen stated that he feels that advisors have not had much of any influence. He said it's hard to avoid the conclusion that change is coming. We don't know what the change is and why. Having one committee will probably subsume the concerns of the disabled and minority communities, which would be unfair to those communities. He suggested they talk about creative ways to talk about the issue. He said there's no feedback from the Communication; no two way communication. There is no sense that what the advisors are doing is being appreciated.

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LEE PIERCE (MCAC): Mr. Pierce said being a new advisor gives a 35,000 foot view. He asked where the first question came from (small groups), and where the necessity for change came from. He said the feedback is that the three committees are comfortable in their current role. He asked what happens to that advice. During the last MCAC meeting, he mentioned that comments should be recorded into the minutes with follow up given at the next meeting. He said it is difficult to know whether those comments are being addressed by the Commission.

BOB PLANTHOLD (ADVISORY COUNCIL): Mr. Planthold said this is one-sided communication process and that the joint advisor group process fizzled out. He stated that the advisors were not looked upon as co-planners and partners and were only asked to react to proposals, so the process started to wane. Staff has never been able to admit mistakes or oversights. No credit given to EDAC and other communities. He said he feels that staff is demeaning and undercutting.

CARLOS ROMERO (MCAC): Mr. Romero said the proposal has many challenges but also a lot of promise could come from integration of the three bodies because MCAC and EDAC's voices could be integrated into the Advisory Council. He said there are people of color concerns and disabled concerns that need to be integrated into policy and deliberative decisionmaking. Integrating all three committees leads to greater interaction between groups and better synthesis of ideas, and ultimately a stronger proposal. If we speak with common purpose and common voice, as an integrated body, we may have more effect at the Commission level. What worked for me in that integrated 2035 RTP process was ... having that face to face contact with executive management ... if we could have that on a consistent basis as an integrated body, this group would be far more effective.

RANDI KINMAN (MCAC): Ms. Kinman said she is disappointed in attacks upon staff. She notes that the questions being asked today come out of the joint advisor meetings where all agreed that advisor voices aren't being heard. She stated our voices are stronger when we speak together; separate committees don't necessarily make them stronger. We have an opportunity to make sure we don't lose our focus on the good work we are doing and see how we can make ourselves stronger and more productive, more proactive. She chairs MCAC's equity analysis subcommittee without benefit of EDAC voices – not a good thing. This could be an opportunity to design something from the ground up that actually works and make advisor voices stronger.

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JULIO LACAYO (EDAC): Mr. Lacayo reflected that every problem contains the seed of its own solution. If we all feel uncomfortable that our suggestions are falling on deaf ears, maybe it's time to change the mission statement or the goals and objectives of each committee.

MICHAEL D'AUGELLI (MCAC): Mr. D'Augelli said he felt that there was some misunderstanding between deliberative and consultative bodies. He said he sensed that there were different opinions within the committees that require some decision. He also expressed that Brown Act is inappropriate for the committees, which is an issue that needs to be investigated.

DOLORES JAQUEZ (ADVISORY COUNCIL MEMBER): Ms. Jaquez said that it was her understanding that the advisors would come back to receive feedback on the process; concerned about understanding process. She inquired into how there were six members from each county on each committee. She wanted to know why there were so many people. She emphasized that they could represent her.

MARSHALL LORING (EDAC): Mr. Loring said he feels his role is to serve as an information conduit from his community (elderly) on transportation issues. He also expressed that he's spread too thin to adequately fulfill role in San Mateo. It would be foolish to cut back on the number of advisors.

MARY GRIFFIN-RAMSEUR (ADVISORY COUNCIL MEMBER): Ms. Griffin-Ramseur noted we have heard from people on all sides of the issues. She also is from San Mateo County, a very large county, and like others she tries to check with people in her county. Agreed with Marshall that her biggest job is to keep in touch with her community and bring their needs to MTC. She doesn't feel staff is trying to force opinions and issues on the advisors; applauds staff and chairs of committees. We need to work to mold the clay in the direction the majority want to have it go.

JAMES MCGHEE (ADVISORY COUNCIL/MCAC): Mr. McGhee indicated that he was proud of staff for their role and said that staff has been proactive in relating views of committee to the Commission. He said staff is limited because they are staff and have the Commission above them. He didn't think that there was enough interaction between Commission and committees. He said it makes a difference when Commissioners are at committees and that he's proud of MCAC and sub-committees and advice given. He said sub-committees are full of the members. Thought that the process and

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structure were sound and everyone does a tremendous amount of work. He also stated that he feels that the frustration is due to the sense that the advisors are not listened to and that he does not have a problem in tweaking the system. He then reiterated initial questions: Is this about the budget? What does the Commission want from the advisors?

RICH HEDGES (EDAC MEMBER): Mr. Hedges indicated that he had nothing but the utmost respect for staff. He mentioned that there is a cacophony of ideas. He cited how he and Mr. Loring call individual Commissioners on vital issues, and attends almost all of the Commission meetings and makes sure that they are heard.

MARGARET OKUZUMI (ADVISORY COUNCIL): Ms. Okuzumi asked when was there a resolution from the committees that was on the commission agenda and not the consent calendar. She indicated that if the number of people from Santa Clara County was reduced then there would be even fewer members of the public in Santa Clara County that would know anything about what was going on with the funds MTC was allocating. She said the committee would therefore lose accountability.

AGENCY ADVISORS: CASE STUDIES FROM THROUGHOUT THE WEST

Interviews, with agency staff, were conducted during July and August 2009 via telephone and email.

Sacramento Area Council of Governments (SACOG)

The SACOG Board has established a number of advisory committees as a means of obtaining advice from citizens, key interest groups in the community, and partner planning agencies on a variety of subjects. SACOG seeks advice from local agencies on transportation and land use plan content and investment decisions. SACOG works not only with the agency staff, but with governing boards, technical committees, and advisory committees. These advisory committees typically include representatives of citizens' advocacy groups, the private sector, major colleges and universities, transportation management professionals, and private citizens unaffiliated with any of the above groups. Committees are augmented, restructured, added to, or discharged from time to time based upon the issues and concerns faced by the Board.

There are two transportation advisory committees in SACOG: The Social Service Transportation Advisory Councils (3) and the Transit Coordinating Committee.

As required by State law, the three Social Service Transportation Advisory Councils (SSTAC) are made up of members with at least one person who is a potential transit user 60 years of age and a representative who is disabled, two representatives of social service providers to seniors including one representative of a social service transportation provider (assuming one exists), two representatives of social service providers to the disabled including one representative of a social service transportation provider (assuming one exists), one rep of a local social service provider to people of limited means, two representatives from the CTSA, including one representative from an operator, and SACOG may appoint further members. Each of the three councils has at least 9 members.

Currently no subcommittees are formed as part of the SSTAC, but many SSTAC members participate in the discussion of regional transportation planning issues as part of the TCC and other regional transit/transportation planning agencies and groups including

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SACOG.

Communication between SSTAC members and SACOG Committee and Board members occurs primarily through staff and at the Unmet Transit Needs hearings. The SSTACs are part of the Unmet Transit Needs Process. SSTAC meetings are usually held once per year (annually). Preparation and execution of the SSTAC analysis meetings constitutes approximately 2% of one staff person's time.

The Transit Coordinating Committee (TCC) provides a forum for the discussion of transit plans and issues, coordinates transit studies and systems on a regional basis, disseminates federal state and local transit information, reviews and comments on the MTP and the MTIP, and provides input into SACOG's Overall Work Program (OWP). This group's primary focus is public transit.

The TCC has 32 member agencies, with one staff member attending each meeting. Subcommittees of the TCC are occasionally formed to focus on different regional transit planning projects. These groups are usually formed by members of the TCC who volunteer to participate. All TCC members are members of other public transit, state transportation, local jurisdiction, or human/social service agencies. For TCC meeting-specific tasks, it takes approximately 30% of one staff member's time to prep for and hold meetings, although multiple staff members work on the TCC meetings and issues on a regular basis.

Bay Area Air Quality Management District

The BAAQMD Advisory Council was recently restructured in January 2009. Previously, the various Committees within it required more time and work efforts. According to Lisa Harper, Clerk of the Boards for BAAQMD, the primary reason for the restructure was the increase in efficiency and effectiveness in holding symposiums rather than holding separate discussions to formulate recommendations to the Board.

The Advisory Council now meets as a full Council a total of nine times each year. The Council's purpose is to make recommendations and reports to the Board of Directors on the matters considered at its meetings as the Council determines to be advisable and in such manner and form as the Council determines appropriate. The Advisory Council then reports to the Board on specific matters which may be referred to the Council by the Board of Directors or by the Executive Committee of the Board of Directors.

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The members of the Advisory Council are selected because of their prominence in their professions and fields of endeavor and as representatives of interest groups in the community. The Advisory Council considers (for the Board of Directors) matters which come before the Council, in order to arrive at the best advice upon which the Council may agree, which advice may include the technical, social, economic, environmental and fiscal aspects of such issues.

At times or as needed, subcommittees are formed from any of the regular Board Committees as well as from the Advisory Council and Hearing Board to meet informally and formulate a recommendation to the higher body. For instance, the Advisory Council recently formed a subcommittee to finalize a recommendation which will be heard by the entire Advisory Council and then forwarded onto the Board.

All committees have regular communication with the Board. However, this varies depending upon how often the committees meet, topics of discussion and/or action, and the demand for research and staff report preparation and support.

It was difficult for BAAQMD to provide a percentage of staff commitment required to manage advisory committees because fluctuation of work levels occur depending on necessity. However, a total of 13 Executive Management staff members are individually assigned to support a portion of the District's committees, the Advisory Council and Hearing Board, and support is also required from the Manager of Executive Operations, Clerk of the Boards, and three secretaries) on a regular basis.

Denver Regional Council of Governments (DRCOG)

The Regional Transportation Committee (RTC) is a permanent committee that prepares and forwards policy recommendations to the DRCOG Board. DRCOG Board policy actions that differ from the RTC recommendation must be referred back to the RTC for reconsideration. The RTC is made up of a voting membership of the following: DRCOG – 5 members (Board members, executive director); CDOT – 4 members (Commissioners, executive director); RTC – 4 members (Board members, general manager); others – 3 members.

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The Transportation Advisory Committee (TAC) is a permanent committee that assists the RTC and the DRCOG Board by reviewing the work of the transportation planning process. Ad hoc committees (or task forces) and work groups may be established by the DRCOG Board, RTC, and/or TAC. They are given short-term assignments to assist on specific topics, tasks, or activities. Membership is set by the initiating committee, but typically includes experts on the specific subject and/or representatives of affected groups. The TAC is made up of a voting membership of staff/representatives of the following: counties and municipalities; CDOT; RTD; DRCOG; air quality agency; and interest groups.

The Agency Coordination Team (ACT) is a standing work group made up of staff from the MOA partner agencies, air quality planning agencies, and federal agencies. The team exists to promote coordination, cooperation, and communication among agencies. Its regular duties include synchronizing the schedule of planning activities (including TAC and RTC consideration), reviewing transportation planning products, and coordinating United Planning Work Program activities with agencies' planning activities.

One staff member is assigned to both the TAC and RTC with approximately 5 percent of each staff members' time dedicated to managing the advisory committees. However, many other staff members are involved in preparing/presenting agenda items.

Portland Metro

Metro has four committees that have roles in approving the agency's regional transportation plan. Two are policy advisory committees (composed mainly of elected officials and directors from cities, counties, transit and transportation agencies within Metro's jurisdictional boundary), and two are technical advisory committees (composed of technical staff from the same jurisdictions and agencies).

The Metro Policy Advisory Committee (MPAC) is mandated by the Metro charter. It focuses on land-use issues, but has a required role in approving the regional transportation plan that addresses state goals and is considered a land-use action under state law.

The Metro Technical Advisory Committee (MTAC) is a 37-member committee of planners, citizens and business representatives that provides detailed technical support to the Metro Policy Advisory

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Committee (MPAC). MPAC is a 28-member charter-mandated committee of local government representatives and citizens that consults on policy issues, especially those related to services provided by local governments.

The Joint Policy Advisory Committee on Transportation (JPACT) and the Metro Council make up Metro's MPO function. JPACT provides a forum for inter-governmental coordination on transportation issues. JPACT is made up of elected officials and agency directors. There are no citizen seats on JPACT.

The Transportation Policy Alternatives Committee (TPAC) is the technical committee that advises JPACT. TPAC also has key role in recommending projects to be included in the Metropolitan TIP. TPAC has 6 citizen seats that serve 2-year terms. Appointment is by the Metro President based on applications solicited from the general public and subsequent interviews and a staff recommendation.

TPAC has a subcommittee called the Regional Travel Options (RTO) subcommittee that focuses on developing and promoting alternatives to single-occupancy vehicle travel. The RTO subcommittee represents a balance of the region's communities and interests. The subcommittee has a total of four community members who join technical staff from state, regional and local agencies and governments. Community members on the subcommittee are appointed for two-year terms.

There are other subcommittees that serve for short durations, such as the Freight and Goods Movement Task Force, or Transport, a subcommittee that has been focusing on transportation systems operations and management, especially those that involve technology (signal timing, weigh-in-motion devices, real-time traveler information, etc.).

As for levels of staff commitment required to manage advisory committees, Metro was only able to give rough estimates. MPAC and JPACT each have a staff person who dedicates about approximately 30% of his/her time to that committee. TPAC and MTAC each have a staff person who dedicates roughly 20% of his/her time. The work groups and subcommittees may or may not have dedicated staff, and the time commitment would depend very much on the level and type of activity at any one time. Most likely the time would not exceed 30 percent for the busiest periods.

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Southern California Association of Governments (SCAG)

SCAG utilizes a number of subcommittees, task forces, and working groups report to the standing committees responsible for policy direction and review, while others are established on an ad hoc basis to assist with specific projects. SCAG has three advisory committees, which are the Aviation Technical Advisory Committee, Plans & Programs Technical Advisory Committee, and Transit Technical Advisory Committee. All three committees are made up of staff from the appropriate sector (i.e. transit operators for the Transit TAC, or county or county transportation commissions, sub-regional council of government representatives, etc. for the P&P TAC).

SCAG does not have advisory committees that obtain input from certain groups in the community (i.e. minorities, elderly, etc.). The agency encompasses such a large region that it relies on county transportation commissions and sub-regions to maintain that kind of consistent dialogue with local communities, while it maintains dialogue with the county transportation commissions and sub-regions via advisory committees like the P&P TAC. SCAG does include several programs that require conducting outreach to the general public and holding project-specific workshops, but do not have any standing advisory committees in this sense.

METROPOLITAN TRANSPORTATION COMMISSION

Transportation 2035 – Change in Motion
Public Outreach and Involvement Program Evaluation
Joint Advisors Evaluation Report

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APPENDIX C

JOINT ADVISORS EVALUATION REPORT

Introduction

The Metropolitan Transportation Commission (MTC) adopted its long-range regional transportation plan, known as Transportation 2035, in April 2009. Transportation 2035 involved an extensive multiphase public involvement program in each of the nine Bay Area counties consisting of public workshops, field interviews, focus groups, multilingual telephone and Web surveys and the Bay Area on the Move regional summit held in October 2007. In addition, MTC conducted numerous joint advisor workshops involving members of its three citizen advisory committees: MTC Advisory Council, Elderly and Disabled Advisory Committee (EDAC) and Minority Citizens Advisory Committee (MCAC).

The MTC Advisory Council, composed of 24 members, includes representatives from a range of interests such as academia, architecture, business, community, construction, engineering, environmental, labor, public safety, and the news media, as well as user categories: freight, automobile, transit and non-motorized transportation. Additionally, two members are drawn from the EDAC and the MCAC.

The purpose of the EDAC is to advise MTC regarding issues of concern to older adults and to persons with disabilities, including access to transportation services and implementation of the Americans with Disabilities Act. The 20-member panel includes one elderly and one disabled advisor from each of the nine counties, selected by the commissioner(s) representing each county.

The MCAC was created to ensure that the views and needs of minority and low-income communities are adequately reflected in MTC policies. The Commission appoints, for two-year terms, 26 members from the nine Bay Area counties to represent the region's major ethnic minority groups: African-American, Asian-American, Hispanic and Native American. In addition, two members represent the views of low-income communities.

PMC, the public outreach consultant retained by MTC, conducted interviews of MTC advisors to obtain feedback about their experience during the 12 joint advisors workshops held over the past year and a half. Of the 12 workshops conducted during this period, three were held in 2007, seven in 2008 and two in 2009.

EVALUATION METHODOLOGY AND FINDINGS

The 31 advisors chosen to be interviewed attended a least four of the nine joint advisors workshops. Of the 31 advisors, 22 were available to be interviewed, including the chairpersons of all three advisory bodies. Those advisors unable to be contacted by telephone were contacted by e-mail. Two e-mail responses were received. The breakdown of respondents includes ten Advisory Council, nine EDAC and six MCAC members. Three of the advisors interviewed are serving concurrently on more than one advisory body. The advisors were asked a series of seven questions about their experiences. This report contains a series of findings and recommendations from these interviews that will serve to refine and provide synthesis to MTC's advisory structure.

1. Did you find it useful to learn about and discuss the long-range transportation issues in a joint forum? If so, why? If not, how did it fall short?

	Number	Percentage
Yes	21	95%
No	1	5%

An overwhelming majority of advisors surveyed felt that the joint forums were a useful tool to learn about and discuss long-range transportation issues. Most concurred that the forums allowed members to hear different perspectives about mobility and to see the whole picture. One EDAC member felt that the process was "informative" rather than helpful. Another thought it was educational. One MCAC member supported the joint forums but was unsure about the format reaching a broader base of residents from across the Bay Area and felt that better coordination was needed. The only dissenting opinion was from an Advisory Council member who felt that the process was biased toward highway projects over rail and transit. An EDAC member felt that the times the joint advisor forums were scheduled conflicted with other meetings.

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2. Did you find it useful to have a wider range of stakeholders with different voices and opinions at the table?

	Number	Percentage
Yes	21	95%
No	1	5%

Reflecting the response to the first question, a majority of advisors felt that it was useful to have different voices and opinions at the table. Most attendees found it helpful to hear diverse opinions and perspectives. The only dissenting opinion was from an Advisory Council member who felt that the public participation process does not attract stakeholders who are politically savvy.

3. Did you feel that comments from the advisors were conveyed to the Commissioners?

	Number	Percentage
Yes	12	55%
No	3	14%
Unsure	7	32%

The responses to this question were fairly mixed. Slightly over half of the advisors surveyed thought that their comments were being adequately conveyed to the Commission. However, about a third of those surveyed indicated their uncertainty as to whether their comments reached the Commission since nothing was reflected back to them. In essence, they expressed some concern that nothing was presented about the Commission response to the advisors' comments and suggestions.

One EDAC member stressed the importance of the Commission validating comments made by the advisors and felt that the Commission tended to be condescending at times. One Advisory Council and EDAC member felt that the comments conveyed to the Commission were "highly processed." One MCAC member expressed some level of frustration that the plans did not mirror the input. He mentioned that the MCAC identified five to six issues that were conveyed to the Planning Committee. One Advisory Council member stated that the Commission does a good job of listening.

4. Have you participated in a previous update of the regional transportation plan whether as an MTC advisor or as an interested citizen? If yes, do you think you had more or less of an impact this time around, or about the same?

	Number	Percentage
Yes	11	50%
No	11	50%

Half of the respondents indicated that they have participated in a previous update of the regional transportation plan. The overall view was that the Transportation 2035 outreach process was more thorough and that staff did a better job of documenting responses. In addition, most respondents who participated in previous updates of the plan felt that they had more of an impact on the process during Transportation 2035. They cited the joint advisors workshops as playing a significant role having an increased impact.

5. Do you have any comments you would like to share about other elements of the Transportation 2035 public outreach campaign, such as the public workshops held in each county, the Web surveys, or the October 2007 regional summit held at the Oakland Marriott hotel?

Respondents' comments about the other elements of the Transportation 2035 public outreach program were fairly mixed and offered suggestions for improvement. One Advisory Council member felt that the Bay Area on the Move summit was the most informative forum on future transportation plans and needs ever attended. This member also thought that the breakout sessions were especially exciting and most informative. One MCAC member felt that the public workshops were very good but suggested that it would be a good idea to survey people who do not use transit and find out why.

Other comments expressed concern that not all stakeholders were represented, in particular community-based organizations (CBOs). One MCAC member felt that the outreach effort was not front-loaded as it should have been and had expressed concerns in an e-mail to MTC staff to this effect. One Advisory Council member thought that the response to the public input was selective. Another Advisory Council member expressed concern about the limited participation of small business owners and business associations. This advisor noted that the data presented does not adequately reflect businesses impacted by major transit projects. Outreach and focus should be targeted to local and regional businesses, vendors, start-ups and disadvantaged businesses.

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An EDAC member enjoyed the process but felt that most of the changes came about for political reasons and not because the joint advisors wanted it to happen. He cited the example of HOT lanes, which have the support of the Commission. One Advisory Council member thought that MTC failed to present a “real smart-growth alternative,” and felt that MTC should do a better job in attracting business people, elected officials and average citizens, who often do not come to public meetings.

6. In the future, would you find it useful to discuss other issues of mutual interest to the advisory committees in a joint forum?

All of the advisors interviewed felt that the joint forum format is a useful tool to discuss other issues of mutual interest. The overall sentiment was that the joint forums should be held often so each advisory group could understand the other groups' positions and needs. The cross-fertilization of ideas and perspectives was quite helpful.

Additional issues of interest cited include emergency preparedness, globalwarming (AB32/SB375conformity), goodsmovement, effective outreach strategies to low-income and minority communities, pedestrian safety, and high school internship programs. Several advisors emphasized that joint forums would be more effective at the subcommittee level working closely with MTC staff.

7. Is there anything we missed?

Most of the respondents surveyed felt that nothing was missed and enjoyed the joint advisor format overall. However, there were some suggestions on how the process could be improved. One advisor felt that the Early Dialogue Workshops worked better and that the later joint advisors workshops were rubber-stamped. Another was impressed with the involvement of MTC senior-level staff in the process. One EDAC member thought that the earlier joint advisors forums facilitated by MTC staff were too wonkish, analytical and lacked a big picture perspective. He expressed the importance of having MTC senior staff members provide a broader overview of the issues. One MCAC member expressed that it took a while for the advisors to understand what the RTP process was all about. He suggested that objectives and goals should have been more clearly defined from the beginning.

Conclusion and Recommendations

The Transportation 2035 public outreach program encompassed a multiyear and multifaceted effort, which involved the joint participation of the three citizen advisory committees. The 12 joint advisors workshops held during the planning period allowed members of the MTC Advisory Council, EDAC and MCAC an opportunity to learn about and discuss long-range transportation planning issues in an interactive setting. The vast majority of advisors surveyed felt that the joint advisor format and having a wide range of stakeholders with different views helped to broaden their perspectives.

Although many of these advisors felt that their voices were heard, a number of advisors expressed concern that their ideas and views were not adequately conveyed and validated by the Commission. Moreover, respondents expressed the need for MTC to intensify its outreach to small business owners, CBOs, and students as well as to low-income and minority communities. In addition to long-range transportation planning, most thought that the joint advisor format would be a good tool to discuss other issues of importance.

Based upon the findings derived from these interviews, a series of three recommendations have been developed for the consideration of MTC.

1. Consider utilizing the joint advisors workshop format to address other issues of importance.

The joint advisors workshops conducted during the Transportation 2035 process were well received and allowed advisory committee members to hear different perspectives and exchange ideas. Utilizing a combined advisory body to address other vital regional issues would be more inclusive, provide better synthesis and allow MTC to adequately allocate staffing resources toward the meetings.

A series of ad-hoc committees or task forces could be created to address specific issues such as goods movement, the development of specific policy initiatives, global warming, and outreach to disabled, low-income and minority communities.

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2. Improve communication between the advisors and the Commission.

Although a slight majority of advisors felt that their comments were adequately conveyed to the Commission, a significant number of advisors felt unsure as to whether their comments were being conveyed. Moreover, they indicated that their comments and recommendations have received little or no acknowledgement from the Commission.

In order to bridge the communication gap between the advisory committees and the Commission, it is suggested that a representative from each advisory body deliver a quarterly report to the Commission on the activities and motions of that advisory committee. Commissioners have indicated that they would like to see policies and action items that have been sufficiently vetted by the advisory committees. Likewise, representatives from the Commission would be encouraged to attend advisory committee meetings on a rotating basis.

3. Conduct an audit to review the management and structure of the advisory committees.

By reviewing the management and structure of its advisory committees, an audit would help MTC identify the most productive use of the advisory process in order to derive the most valuable output. An audit would also explore ways MTC can use its staffing resources more efficiently to better recruit, orient and serve advisors in their roles.

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APPENDIX C

COMMISSIONERS EVALUATION REPORT

Introduction

The Metropolitan Transportation Commission (MTC) adopted its long-range regional transportation plan, known as Transportation 2035, in April 2009. Transportation 2035 involved an extensive multiphase public involvement program in each of the nine Bay Area counties consisting of public workshops, field interviews, focus groups, two statistically valid telephone polls and several Web surveys and the Bay Area on the Move regional summit held in October 2007 at the Oakland Marriott Hotel and Convention Center. In addition, MTC conducted numerous joint advisors workshops involving members of its three citizen advisory committees: MTC Advisory Council, Elderly and Disabled Advisory Committee (EDAC) and Minority Citizens Advisory Committee (MCAC).

The MTC Commission also played a significant role in the Transportation 2035 public involvement process. The Commission is MTC's 19-member policy board comprising representatives from each of the nine Bay Area counties as well as representatives from regional, state and federal agencies. Fourteen commissioners are appointed directly by locally elected officials. The five most populous counties appoint two representatives each, one representing the county at large and one representing the incorporated cities therein. The remaining four counties appoint one commissioner each representing both the county and the cities located therein.

In addition, two members represent regional agencies — the Association of Bay Area Governments (ABAG) and the Bay Conservation and Development Commission (BCDC). Finally, three nonvoting ex officio members have been appointed to represent the California State Business, Transportation and Housing Agency, the United States Department of Transportation (DOT) and the United States Department of Housing and Urban Development (HUD).

In 2007, the Commission adopted a public participation plan for involving the residents of the nine-county Bay Area region in its key transportation policy and financial decisions. The Public Participation Plan, a federally mandated document, served as the basis for the public involvement element of the Transportation 2035 Plan. One of the Plan's guiding principles is that "citizen advisory committees can be used to hear and learn from many voices in the Bay Area." In conjunction with the Public Participation Plan, the Commission adopted a set of goals for outreach and involvement

that encompass diversity, reach, accessibility, impact, “high-quality” input and participation, education, and participant satisfaction.

PMC, the public outreach consultant retained by MTC, conducted interviews of MTC commissioners to obtain feedback about their observations of the 12 joint advisors workshops and the overall public involvement process conducted over the past year and a half. Of the 12 joint advisors workshops conducted during this period, three were held in 2007, seven in 2008 and two in 2009.

Evaluation Methodology and Findings

The commissioner interviews were conducted by telephone. The commissioners were asked a series of five questions about their thoughts and observations of the Transportation 2035 public involvement program. This report contains a series of findings from these interviews that will serve to refine and provide synthesis to MTC's public involvement process.

1. What outreach effort was the most useful in providing you with information as you deliberated and made decisions?

Based upon the responses received, there was no one specific outreach effort that stood out as being the most useful. The Bay Area on the Move Summit, joint advisors workshops, public workshops and focus groups were all mentioned as being useful to commissioners in aiding their deliberation and decision making. Below is a sampling of what was expressed:

- The Summit really did a lot. Great job. Loved the on-the-spot surveys and the break-out groups.
- Advisory committees. You get better representative opinions.
- Local community county workshops were more valuable.
- Focus groups. They provided more local information.

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2. Was there any issue that could have been better vetted with the public to assist you in making your decision?

The responses to this question indicate overall satisfaction with how issues were vetted to the public during the Transportation 2035 public involvement process. One commissioner expressed that more public outreach could have been done to inform people about the workshops. Below is a sampling of what was expressed:

- I don't think so.
- Not off the top (of my head).
- More public outreach to let people know about workshops.
- None.

3. MTC's three advisory committees discussed the 2035 Plan in about a dozen joint forums that brought together a wide range of advocates and views. Did you find it useful to hear a joint response from all three committees, as opposed to three separate responses from the three committees, as was the case in the previous RTPs?

Most of the commissioners surveyed found that a joint response from all three advisory committees was more useful. Commissioners have indicated that they would like to see policies and action items that have been sufficiently vetted by the advisory committees in a collaborative manner. Below is a sampling of what was expressed:

- Yes, the joint response was preferable.
- I think it would be helpful to get both individual and joint viewpoints.
- Joint response is better.
- Can't say.

4. In the future, would you find it useful for the three advisory committees to discuss other issues of mutual interest in a joint forum?

The response to this question indicated unanimous support by the Commission for the three advisory committees to discuss other issues of mutual interest in a joint forum. As was expressed previously, the commissioners value the importance of having issues sufficiently vetted by the advisors first prior to being deliberated by the Commission. The following is a response that sums up the Commission's support of joint forums:

- Yes, because if they can gain consensus within these groups, you've gone a long way toward making it real.

5. Is there anything else you would like to add about public involvement on the Plan?

Overall, commissioners expressed satisfaction about the Transportation 2035 public involvement program. The only concern was how clearly the information was conveyed to the general public. Below is a summary of what was heard about the public involvement process:

- No. I will say that MTC and the consultant did a great job of getting out in front and involving the public.
- MTC and consultant did a good, solid job.
- We need to better connect with people so they understand the content of what is being discussed. There were a lot of public outreach/workshops, but sometimes the content was not clear for folks.
- Well done process, hard to get complete input.

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Conclusion

The Transportation 2035 public outreach program encompassed a multiyear and multifaceted effort, which was guided by the Public Participation Plan and Guiding Principles adopted by the Commission. The majority of commissioners surveyed expressed their overall satisfaction with the public involvement efforts, although one commissioner felt that there should have been a stronger effort to inform the public about the workshops as well as clarify the content. There was no one specific outreach effort that stood out as being the most useful. The Bay Area on the Move Summit, joint advisors workshops, county workshops and focus groups were all cited as being useful strategies.

In regard to the role of the advisory committee, the commissioners expressed strong support for the joint advisor format. They appreciated having issues and policies vetted by a joint advisory body prior to deliberation by the Commission. There was also a feeling that this was a good means of achieving consensus amongst a diverse set of perspectives. In addition to Transportation 2035, the commissioners were in favor of having a joint advisor format to discuss other issues of mutual interest. Recommendations based on these findings are found in the **Joint Advisors Evaluation Report** (PMC, June 2009).

