

MODAL COMMITTEE EVALUATION FRAMEWORK APPENDICES

Appendix 1: Appreciation.....	2
Appendix 2: Initial Peer Cities Research	5
Appendix 3: Portland Stakeholder Interviews.....	19

APPENDIX 1: APPRECIATION

Thank you to the following people who took the time to be interviewed or participate in other ways, as part of this evaluation:

Peer City Interviewees

- Craig McKinney and Chandler Hagen, *Greensboro, NC*
- Scott Ogilvie, *St Louis, MO*
- Cara Seiderman, *Cambridge, MA*
- Taylor Phillips and Walter Scheib, *Denver, CO*
- Brian Smith, *Houston, TX*
- Jason Patton and Noel Pond-Danchik, *Oakland, CA*
- Ellie Anzilotti and Chris Kidd, *San Francisco, CA*
- Kevin Burris and David Rawsthorne, *Vancouver, BC*

Modal Committee Member Interviewees

Bike Advisory Committee Members

- Miguelangel Aleman
- Claire Bach
- Victor Duong
- Nicholas Graham
- Carol Hasenberg
- Jacinta Higgins
- Ally Holmqvist
- William Hsu
- Lucy Kennedy-Wong
- Seneca Okere
- Joseph Perez
- Alon Raab
- Ryan Ross
- Katherine Sheie
- David Stein
- David Therrattil
- Tegan Valo
- Korrin Weldon
- Max Woodbury
- Nina Yonezawa

Pedestrian Advisory Committee Members

- Yevgeniy Blashchisen
- Tabitha Boschetti
- Jason Castaldi
- Michelle DuBarry
- Milly Guitron
- Lindsay Huber
- Richard Hunter
- Tiel Jackson
- Mark Raggett
- Josh Roll
- Rebecca Sanders
- Deborah Small
- Kim Stone
- Jacob Storm

Freight Advisory Committee Members

- Mike Albrecht
- Raihana Ansary
- Maria Ellis
- William Burgel
- Corky Collier
- Tom Dechenne
- James Dibble
- Marie Dodds
- Debra Dunn
- Aaron Hunt
- Sorin Garber
- Jerry Grossnickle
- Jana Jarvis
- Lee Johnson
- Kristine Kennedy
- Tyler Lawrence
- Rob Mathers
- Kristin Meira
- Bob Short
- Steve Sieber
- Kate Merrill
- Pia Welch
- Greg Zonavich

Alumni Committee Members Interviewees

- Kerry Aszklar (Bike Advisory Committee member for 2 years)
- Roger Averbeck (Pedestrian Advisory Committee Member (2011 – 2017))
- Don Baack (Bike and Pedestrian Advisory committee Alumni)
- Ellen Ballantine (Bike Advisory Committee member for 2 years)
- Tom Bouillion (Freight Advisory Committee)
- Corky Collier (Freight Advisory Committee)
- Clint Culpepper (Bike Advisory Committee Member for 2 years)
- Tom Deschenne (Freight Advisory Committee)
- Reza Farhoodi (Bike Advisory Committee Member for 5 years)
- Sorin Garber (Freight Advisory Committee)
- Catie Gould (Bike Advisory Committee Member for 2 years)
- Kelly Hansen (Bike Advisory Committee Member for 2 years)
- Jana Jarvis (Freight Advisory Committee)
- Doug Klotz (Pedestrian Advisory Committee Member 1990's - 2017)
- Steve Kountz (Freight Advisory Committee)
- Keith Liden (Bike Advisory Committee Member 1993 – 2017, continued to serve as representative for SW in Motion Project until completion)
- Ian MacKenzie (Bike Advisory Committee Member 2018 – 2020)
- Phil Richman (Bike Advisory Committee Member for 4 years)
- Nicholas Swanson (Bike Advisory Committee Member for 2 years)
- Pia Welsh (Freight Advisory Committee)
- Alex Zimmermann (Bike Advisory Committee, Chair, 2017 - 2020)

Staff Interviewees

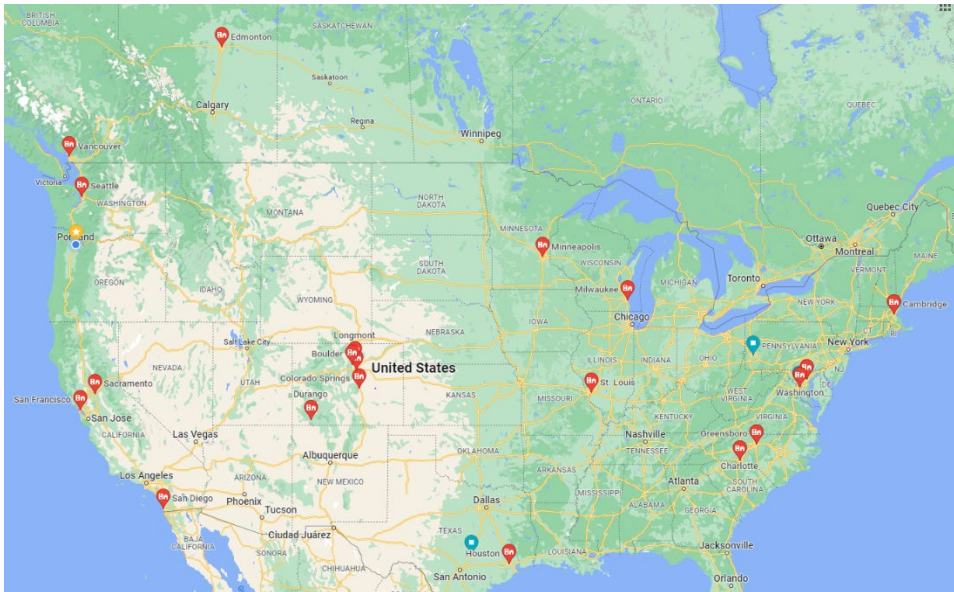
- Andrew Aebi
- April Bertelsen
- Mathew Berkow
- Scott Bryan
- Anthony Buczek
- Shawn Canny
- Maggie Derk
- Katherine Doherty-Chapman
- Courtney Duke
- Nick Falbo
- Gena Gastaldi
- Roger Gellar, Bicycle Committee Liaison
- Gabriela Giron-Valderrama
- Cameron Glasgow
- Gabe Graff
- Asif Haque
- Eric Hesse
- Mel Hogg
- Kristin Hull
- Peter Hurley
- Denver Igarta
- Francesca Jones
- Matthew Kelly
- Mark Lear, Freight Committee Liaison
- Mauricio Leclerc
- Michelle Marx, Pedestrian Committee Liaison (former)
- Corrine Montana
- Hannah Morrison
- Briana Orr
- Art Pearce
- Nicole Peirce
- Bryan Poole
- Laurel Priest
- Julia Reed
- William Roberts
- Kalise Rucker
- Mike Serritella
- Jacob Sherman
- Kylie Simonstrong
- Lisa Strader
- Patrick Sweeney
- Shane Valle
- Zef Wagner
- Ningsheng Zhou

APPENDIX 2: PEER CITIES RESEARCH

INITIAL PEER CITIES RESEARCH

1. California: Fresno.....	6
2. California: Sacramento	6
3. California: San Diego.....	7
4. California: San Francisco.....	8
5. Canada: Edmonton.....	8
6. Canada: Vancouver.....	9
7. Colorado: Boulder.....	9
8. Colorado: Colorado Springs.....	9
9. Colorado: Denver.....	10
10. Colorado: Durango.....	10
11. Colorado: Longmont	11
12. Maryland: Baltimore.....	11
13. Massachusetts: Cambridge.....	11
14. Minnesota: Minneapolis	12
15. Missouri: St. Louis.....	12
16. North Carolina: Charlotte	13
17. North Carolina: Greensboro	14
18. Texas: Houston.....	14
19. Washington: DC.....	15
20. Washington: Seattle.....	15
21. Wisconsin: Milwaukee.....	16
Case study profile elements and questions.....	18
NACTO Member Cities.....	16

Map of case study location options



1. CALIFORNIA: FRESNO

Bicycle and Pedestrian Advisory Committee (BPAC) (Local)

- The group works to advise the City Council, Office of the Mayor, and City staff on non-motorized transportation matters, advise and recommend policies for the planning, development and maintenance of pedestrian and bikeway systems for safe and enjoyable circulation for both utilitarian commuting travel and recreation within the City, and ensure sensitivity to bicycle and pedestrian issues in the design and implementation of all Public Works projects which impact bicyclists and pedestrians. Duties include, but are not limited to: review of the general, community, and specific plan elements relevant to bicycle and pedestrian matters; review existing bicycle and pedestrian conditions; review and advise regarding all road and construction projects as they affect bicyclists and pedestrians; review and make recommendations regarding project development & funding; provide input regarding enforcement issues with regard to bicyclists and pedestrians; and participate in educational efforts to promote bicycle and pedestrian safety.
- The group is made up of 9 members who serve for three years.
- Carla Gonzalez (Active Transportation Coordinator): “Our City has greatly improved its active transportation efforts through the goals and recommendations from the BPAC. The BPAC has also been a tremendous support for our City’s grant applications related to bike and pedestrian projects as well as community outreach and workshops for active transportation.”

2. CALIFORNIA: SACRAMENTO

Active Transportation Commission (Local)

- The commission is established for the purpose of providing advice on strategies related to walking and bicycling in the city. The powers and duties of the commission are as follows: (1) Advise staff and the council on the implementation, criteria, and priority of pedestrian and bicycling related policies and projects; (2) Provide input to staff on pursuit of grant funding opportunities; (3) Provide input on program development in walking and bicycle safety, education, law enforcement, and other areas pertinent to

walking and bicycling in the city; (4) Review and discuss current walking and bicycling issues and advise staff and council; (5) Advise staff on the need for periodic updates of the pedestrian master plan and bikeway master plan; (6) Provide for public participation and involvement with respect walking and bicycling project and program implementation, and other active transportation matters; and (7) Annually, report to and make recommendations to the mayor and council regarding the status of walking and bicycling in the city and activities of the commission.

- The commission is comprised of 11 positions.
- All members must have a demonstrated history of community involvement or interest in walking or bicycling issues. Eight members are recommended for appointment by their respective District Council members, and one member is recommended for appointment by the Mayor. One member is qualified by training or professional experience and demonstrated leadership in one of the following categories: a licensed civil or traffic engineer; or a professional transportation planner, recommended for appointment by the Personnel and Public Employees Committee. The last member has experience with advocating around transportation issues and is recommended for appointment by the Personnel and Public Employees Committee.

3. CALIFORNIA: SAN DIEGO

Mobility Board (Local) and Active Transportation Working Group (ATWG) (Regional)

- The Mobility Board works to inform transportation decision making holistically to ensure that people driving, walking, bicycling, taking transit, parking, or using other transportation modes will have safe, easy-to-use choices to move around the city, and that development of the transportation network helps to meet the City's Climate Action Plan goals.
 - Its duties include advising the Mayor and Council on policies and issues relating to the development, maintenance, and ADA accessibility of pedestrian networks, bicycle networks, access points for public transit, etc.; discussing strategies that encourage the growth of multi-modal transportation and transit-oriented development; providing input on the development of the City's Transportation Master Plan; advising the Mayor and Council on the implementation of the City's Bicycle Master Plan and Pedestrian Master Plan; advising on ways City departments can coordinate with stakeholder groups and other government agencies regarding multi-modal transportation in the City; advising the Mayor and Council during the annual budget cycle regarding the Capital Improvements Program, including performance indicators for transportation projects to improve the City's multi-modal transportation network and more. The former Bicycle Advisory Committee combined with a parking committee to form this group.
 - There are 13 seats on the Mobility Board.
- The Active Transportation Working Group is being consolidated into a general Mobility Working Group. It provides input on regional active transportation policy, planning and implementation activities and makes recommendations and fosters cooperation among the jurisdictions, agencies, and stakeholders within the San Diego region to plan for and support the development of local and regional improvements for active transportation modes (bicycling and walking), including Safe Routes to Transit, Safe Routes to School, facility development, operation and maintenance, education, encouragement, and evaluation.
 - The membership consists of one representative appointed by each member agency at SANDAG as well as representatives from active transportation advocacy groups and other related stakeholders initially comprising a total of 32 members.

4. CALIFORNIA: SAN FRANCISCO

[Bicycle Advisory Committee \(Local/County\)](#) and [Pedestrian Safety Advisory Committee \(PSAC\) \(Local — Municipal Transportation Agency\)](#)

- The Bicycle Advisory Committee meets to consider bicycle transportation projects and policies to make recommendations to the Board of Supervisors, the Municipal Transportation Agency, the County Transportation Authority, the San Francisco Police Department, and other City and County of San Francisco agencies.
 - Our projects include oversight and facilitation of the five-year Bicycle Plan Update, cooperative initiatives with bicycle/pedestrian/senior advocacy organizations, recognition of individuals and policies that benefit bicycling, and direct intervention in support of citizen complaints in bicycle-related issues.
 - Consists of eleven members appointed by the Board of Supervisors, one from each supervisorial district.
- The PSAC has been charged with providing expertise on issues concerning pedestrian safety, convenience, ambiance, and planning as well as advocating for pedestrian safety by engaging the public, Board of Supervisors and other relevant agencies.
 - Its objectives are to make pedestrian safety recommendations to the Board of Supervisors and other City departments; develop concepts and review policies and planning efforts for pedestrians, such as safety, traffic calming, and sidewalk and crosswalk treatments; make recommendations on funding opportunities and priorities to the Board of Supervisors, the SFMTA, the Citizens' Advisory Committee and other departments, commissions, boards and agencies; review and make recommendations to the Planning Commission on policies and programs related to pedestrians in the Master Plan of the City and County of San Francisco; report to the Board of Supervisors on an annual basis, with quarterly appearances before the Board as needed, on statistics on pedestrian injury and fatality statistics, causes of pedestrian injuries and fatalities, recommendations for changes in policies, funding and enforcement and other pertinent issues; and support development of the Better Streets Plan, in conjunction with city agencies and community input, which will offer a comprehensive review of the policies, procedures, practices and physical infrastructure of the city that affect pedestrians.
 - There are 17 seats. Members represent the different districts, pedestrian safety organizations, senior or disability organizations, bike organizations, transit or environmental organizations, and one Superintendent designated parent of a SFUSD student.

5. CANADA: EDMONTON

[Edmonton Transit Service Advisory Board \(ETSAB\) \(Local\)](#) and [Edmonton Metropolitan Transit Services Commission \(Regional\)](#)

- The ETSAB provides advice and recommendations to City Council, the Transportation Committee, and to City Administration with regards to public transit.
 - It prepares an annual work plan and report based on City Council's direction and other matter of interest to Council. It may also include in the work plan issues/tasks/studies that the board as citizens have identified for consideration by Council to improve the transit experience in the city.

- The board consists of 12 members appointed by City Council. The criterion for selection of members is to gain representation that reflects the diversity of our citizens, businesses, labor, communities and organizations.
- The Edmonton Metropolitan Transit Services Commission provides integrated transit services for the Members that is fast, convenient, simple, reliable, efficient and affordable and that is coordinated with the other modes of transportation; and enhances those transit services by combining the strengths of the Members and implementing new technologies and approaches to the provision of transit services.
 - Its members include: the City of Beaumont, the Town of Devon, the City of Edmonton, the City of Fort Saskatchewan, the City of Leduc, the City of St. Albert, the City of Spruce Grove and the Town of Stony Plain.

6. CANADA: VANCOUVER

Transportation Advisory Committee (Local)

- The Transportation Advisory Committee advises City Council on strategic priorities relating to walking, cycling and all active transportation modes, as well as public transit and congestion management, in Vancouver. More specifically, it provides feedback on transportation planning and projects such as Broadway Corridor Transportation Planning, Citywide Plan, and more detailed projects like Gastown Complete Streets and the Granville Bridge Connector; considers any matters which may be referred to the Advisory Committee by Council or staff; may take positions on policy initiatives from other levels of government within the mandate of the Advisory Committee; and advises Council and staff on Transportation 2040 and Active Transportation Master Plan as they are developed, implemented and updated.
- The committee is made up of 15 members of the public, 1 non-voting Council liaison, 1 non-voting Park Board Commissioner liaison, 1 non-voting School Trustee liaison, and 2 non-voting staff liaisons. Not sure how they are appointed.

7. COLORADO: BOULDER

Transportation Advisory Board (TAB) (Local)

- The TAB advises City Council, Planning Board and city staff on community transportation issues and reviews transportation community and environmental assessment processes (CEAPs); reviews plans for capital improvements; reviews and recommends updates to the Transportation Master Plan; and works with neighborhood groups, residents and staff on traffic mitigation issues.
- The board has five members of staggered term years.

8. COLORADO: COLORADO SPRINGS

Citizens' Transportation Advisory Board (CTAB) (Local) and Active Transportation Advisory Committee (ATAC) (Local)

- The CTAB advises City Council on multi-modal transportation systems.
 - The board has 13 members that serve 3-year terms.

- Members may serve two consecutive terms and should have an interest or expertise in transportation and transportation-related concerns and issues such as trails, bicycling, pedestrians, neighborhoods, trucking and freight movement, public transit, business, land development and construction.
- The ATAC is a sub-committee to the Citizens Transportation Advisory Board that serves as an advisory committee on cycling, running, and other forms of active lifestyles within the city limits. Members are residents from the City of Colorado Springs who serve as advocates.

9. COLORADO: DENVER

[Mayor's Bicycle Advisory Committee \(MBAC\) \(Local\)](#), [Mayor's Pedestrian Advisory Committee \(MPAC\) \(Local\)](#), [Multi-Modal Advisory Committee \(Local\)](#), and [Transportation and Infrastructure Advisory Board \(Local\)](#)

- The purpose of the MBAC is to advise the Mayor and City Council of the City and County of Denver, and all Departments of and consultants to the City, on all matters relating to the use of bicycles as a means of transportation and recreation.
 - MBAC reviews and make recommendations on planning, design, and development of projects prepared by developers, City Departments, and consultants affecting the use of bicycles.
 - The group is made up 25 members who serve 3-year staggered terms. Members represent the different districts, but it is unclear how they are appointed.
- The MPAC advises the Mayor and City Council of the City and County of Denver, and all Departments of and consultants to the City, on all matters relating to pedestrians.
 - The group is made up of 18 members who serve 3-year terms. Members represent the different districts, but it is unclear how they are appointed.
- The Multi-Modal Advisory Committee supports City staff and elected leaders in the implementation of the strategies and tactical actions of the 2030 Mobility Action Plan.
 - It is made up of 11 mayoral appointments that serve 3 year terms.
- The Transportation and Infrastructure Advisory Board advises the Department of Transportation and Infrastructure on transportation policy and operations of the department along with reviewing and commenting on the proposed annual department budget.
 - It is comprised of 19 members (6 Mayoral appointees and 13 City Council appointees).

10. COLORADO: DURANGO

[Multimodal Advisory Board \(Local\)](#)

- The Multimodal Advisory Board makes recommendations on the operation and administration of the city multimodal transportation systems, including Durango Transit service and bicycle and pedestrian facilities.
 - The board also makes recommendations on policies and procedures for consideration and adoption, and recommendations regarding the operation and capital budget for the multi-modal services provided. It also adopts a service plan to include all multi-modal routes, public transportation fares, levels and times of service.
 - All members are appointed by the City Council. Membership consists of: one business owner within city limits, one in public health, one FLC student representative (in this member's absence the FLC staff

member will vote), one senior / disadvantaged / disabled representative, 9-R representative, one citizen at-large representing bicycle interests, and one at-large citizen. City residency is not required.

11. COLORADO: LONGMONT

Transportation Advisory Board (Local)

- The Transportation Advisory Board advises the City Council on all modes of transportation in the City of Longmont, reviews local and regional transportation issues and makes recommendations to City Council.
- It consists of 7 members appointed by City Council to serve three (3) year terms.

12. MARYLAND: BALTIMORE

Complete Streets Advisory Committee (Local), Bicycle and Pedestrian Advisory Group (BPAG) (Regional), and Freight Movement Task Force (FMTF) (Regional)

- The Complete Streets Advisory Committee meets to discuss the development of the Complete Streets Manual, propose complete streets projects, and encourage interagency collaboration.
 - It is comprised of five major city agencies to encourage interagency coordination: Department of Transportation, Department of Public Works, Department of Planning, Department of Housing and Community Development, and Fire Department. This group meets at the local level.
- The BPAG helps provide technical assistance to the Baltimore Regional Transportation Board, collaborates with federal, state, and local agencies, and promotes safe biking and walking in the regions through events such as Bike to Work Day.
 - Members are appointed by the BRTB and include bike/ped planners from each jurisdiction, representatives from Maryland Departments of the Environment, Planning, & Transportation, and two members representing the express interests of cyclists and pedestrians. Its chair and vice chair are elected by group and serve one-year terms. Officers may serve up to two consecutive terms.
- The purpose of the FMTF is to provide the freight/goods movement community with a voice in the planning process, and to serve as a forum for Baltimore region freight stakeholders to share information and discuss concerns.
 - It represents a mix of freight experts from across the modes, including railroad operators, port operators, trucking firms, airport operators, freight shippers and receivers, economic development organizations, academics, transportation department staff, and local government representatives.

13. MASSACHUSETTS: CAMBRIDGE

Bicycle Committee, Pedestrian Committee, and Transit Advisory Committee

- Activities of the Bicycle Committee include: reviewing City plans for road construction; commenting on pending bicycle-related ordinances; organizing and participating in public events; creating materials to encourage bicycling in the city, and working with other bicycling organizations at the local, state, and national level.
 - The committee is made up of community members who take an active interest in bicycling issues in Cambridge, as well as City staff from the Community Development Department, the Department of Traffic, Parking, and Transportation, the Police Department, and the Department of Public Works.

- The Pedestrian Committee advises on the design of roadway projects and helps develop policies and design guidelines related to pedestrians, including policies related to traffic signals, sidewalk standards, and enforcement of traffic laws. It also identifies intersections and other locations where it is difficult to walk, makes suggestions about proposed development projects as they affect people on foot, and undertakes other activities based on members' interests and concerns, including activities and programs to promote walking.
 - The committee includes both community members appointed by the City Manager and City staff.
- The Transit Advisory Committee guides Cambridge city positions and policies regarding long term sustainable funding for transit by the Commonwealth, transit expansion, service planning for modification or expansion of bus routes, and service reliability and improvements including ways to better design our street network to prioritize bus transit.
 - About a third of the Committee is composed of residents, selected in part based on geographic diversity to provide representation from all parts of the city; a third are representatives of institutions and a cross-section of stakeholder groups (e.g., commuters, persons with disabilities, low income, elderly, youth, and advocacy groups); and a third are representatives from large and small businesses.

14. MINNESOTA: MINNEAPOLIS

[Bicycle Advisory Committee \(BAC\) \(Local\)](#) and [Pedestrian Advisory Committee \(PAC\) \(Local\)](#)

- The BAC supports all forms of biking and biking safety. The BAC also works toward biking improvements, and involves people interested in city biking issues. It is an advisory committee to the Mayor and City Council as well as the Park Board. It serves as a liaison to bicyclists, businesses, neighborhoods, and other communities and agencies.
 - There are 29 seats in the committee. BAC members are appointees from each ward, three Park Board appointees and voting members representing the City Council, City departments and partner organizations such as Minneapolis Public Schools, Metro Transit and MnDOT.
 - All BAC Meetings are open to the public. The BAC meets monthly as a full committee and has two subcommittees that also meet monthly.
- The PAC advises the Mayor and the City Council on policies, programs, and actions for improving pedestrian safety, mobility, accessibility, and comfort; for promoting walking for transportation, recreation, and health purposes; and for strengthening the linkage between the pedestrian environment and public transportation.
 - There are 16 seats in the committee. The committee is made up of members who reside or own a business in the City and who have an interest in promoting walking and improving the pedestrian environment in Minneapolis.
 - The members represent the following areas: city residents, city business owners, senior citizens, person with disabilities, university students, child/school advocates, and walking/transit advocates.

15. MISSOURI: ST. LOUIS

[Streets, Traffic and Refuse Committee \(Local\)](#), [Transportation and Commerce Committee \(Local\)](#), and the [St. Louis Freightway Council \(Regional\)](#)

- The Streets, Traffic and Refuse Committee considers all matters pertaining to streets, alleys, sidewalk, traffic and signage, parking and refuse.
 - There are 8 committee members who serve as aldermen or alderwomen.
- The Transportation and Commerce Committee looks at all matters pertaining to the transportation and commerce industries, including airports, railroads, wharves, ports, bridges, inter-city/state trucking, state and federal highways, public and mass transit.
 - There are 7 committee members who serve as aldermen or alderwomen.
- The St. Louis Freightway Council is a group of leaders comprised of multi-modal representatives, regional public and private leadership, governmental representatives, and corporate leaders. These hand-picked individuals have been recognized for their dedication to optimizing the St. Louis region's freight investments and marketing regional freight opportunities. Eight of the council members represent the seven counties of the bi-state area along with the City of St. Louis, which cumulatively comprise the St. Louis Regional Freightway.
 - The Council is comprised of two committees: the Freight Development and Needs Analysis Committee, and the Marketing Committee. Each committee is chaired by a Council member. The Freight Development and Needs Analysis Committee is responsible for setting regional multi-modal transportation priorities that are used as a tool to advocate for infrastructure funding with public and private sector leaders. This Committee provides opportunities for the region's supply chain leaders to set infrastructure priorities based on a project's ability to lower freight transportation costs and optimize the freight network. The St. Louis region's movement of goods and services are analyzed annually and compared to the Freightway's goals for advancing our region's economy through manufacturing and logistic industries. Priorities for the next fiscal year and action items will be set based on these discussions. The committee is comprised of public sector influencers and supply chain leaders who represent freight-related interests of the St. Louis region's business community. The Marketing Committee is responsible for developing and implementing marketing efforts that gain the St. Louis region global and national recognition as a freight hub.
 - Members are known for their knowledge and influence in marketing, business development, and communications.

16. NORTH CAROLINA: CHARLOTTE

Bicycle Advisory Committee (BAC) (Local/County)

- The BAC reviews bicycle plans and makes recommendations on implementing the policies and policy strategies and recommends appropriate action to the City Council and County Commission on bicycle transportation issues.
- It consists of 11 members - six appointed by City Council, two appointed by the County Commission, and three appointed by the Mayor's office.
- Keith Sorenson (Transportation Analyst): "The Charlotte BAC is very active and engaged. I find that it helps to have their support when they endorse staff-initiated projects to City Council. However, it does add an extra workload fielding answers to their questions and concerns, educating new members on the City's bike plan and bringing them up to speed, preparing presentations and a staff report for their monthly meetings and taking the minutes, editing afterward, researching, and investigating the feasibility of some of

their proposals, etc. So though it does add extra work to staff's plate, I think it is important that the cycling community has this venue to have a voice at the table and help influence the decision making of their elected officials and provide staff guidance as well. It feels more democratic than operating in a vacuum as technocrats. And having been on the other side of the table as an advocate for many years, I can appreciate their perspective. I also appreciate that we have a very diverse BAC from various walks of life, which helps bring different points of view together at the same table and can lead to some very productive discussions."

17. NORTH CAROLINA: GREENSBORO

[Transportation Advisory Committee \(TAC\) \(Regional\)](#), [Technical Coordinating Committee \(TTC\) \(Regional\)](#), and [Bicycle and Pedestrian Advisory Committee \(BPAC\) \(Regional\)](#)

- Note: The Greensboro Department of Transportation (GDOT) also acts as the Metropolitan Planning Organization (MPO) for the region.
- The TAC is the MPO's policy board and has a key role in making decisions about public investment in transportation services, infrastructure, and planning within the region, and in communicating those decisions to the policy boards of its member agencies.
 - The TAC is made up of 8 members: city council members, county commissioner members, and a member of the NC Board of Transportation.
- The TTC provides general review, guidance, and coordination of the transportation planning process and advises the TAC. Representative agencies include GDOT (Greensboro Transit Agency, and Planning and Engineering Divisions), NCDOT (Division 7 and Transportation Planning Branch), Greensboro Planning & Community Development, Guilford County Planning and Development Department, Guilford County Facilities, Parks and Properties, Piedmont Authority for Regional Transportation, and the Towns of Summerfield and Oak Ridge.
- BPAC meetings are held as collaborative opportunities to engage stakeholders in the implementation of the 2015 BiPed Plan's recommendations. The group discusses bicycle and pedestrian projects for the City as well as bicycle and pedestrian related events and programs.
 - Members reside within the MPO region and are associated with relevant interest areas and perspectives such as community development, biking, public health, running, and transit.

18. TEXAS: HOUSTON

[Bicycle Advisory Committee \(BAC\) \(Local\)](#)

- The committee advises and makes recommendations to the Planning Commission and Planning Director on bicycling issues in Houston, including amendments to the Bike Plan, bicycle safety and education, strategies for funding projects, and promoting public participation in bicycling. There are two subcommittees, the Infrastructure Subcommittee (focused on selecting, designing, and implementing the Bike Plan's proposed network) and the Education Subcommittee (focused on educational programs and tools needed to increase safety).
- The committee is a 23-member body (20 appointed by the mayor, 3 ex-officio seats held by the planning & development, public works, and parks & recreation departments). Current membership is a mix of bicycling

advocates, community representatives, and agencies the City partners with on bikeways (the county, and the metropolitan transit agency, TxDOT, for example). Everyone serves staggered two-year terms, and about half come up for re-appointment every year.

- Brian Smith (Transportation Planner): “Our BAC is strong and adds a lot of value. We use the Committee as a platform to keep the community updated on bikeway projects and utilize their feedback for ongoing work. Last year we restructured how we prioritize future projects in our Bicycle Master Plan. The project was grounded in quantitative data, but we also validated our priority corridors with the BAC who gave qualitative input on community concerns and where people are riding. Many of our communications materials are vetted through the BAC. I believe the BAC is well received by the public and our elected officials. Outside of meetings they engage council members and assist with our public outreach.”

19. WASHINGTON: DC

[Bicycle Advisory Council \(BAC\) \(Local\)](#)

- The purpose of the BAC is to “serve as the advisory body to the Mayor, Council of the District of Columbia, and District agencies on matters pertaining to bicycling in the District and to make recommendations to the bicycle coordinator on the budget and focus of the Comprehensive Bicycle Transportation and Safety Program.” The BAC evaluates legislation and transportation infrastructure, providing analysis and technical expertise to the legislative and executive branches of D.C. government. The BAC also conducts fieldwork to assess roads, bike lanes, trails, and other types of transportation infrastructure. It evaluates the traffic and conditions of routes bicyclists use and makes recommendations to improve bicycling infrastructure in the near, mid, and long term. The BAC gives input to District Department of Transportation planners who are developing a comprehensive, interconnected network of bike lanes that crisscross D.C. and connect to bordering states. The Facilities Committee leads the BAC’s fieldwork.
- The BAC is comprised of 13 D.C. residents who are voting members. D.C. councilmembers each appoint one resident to the BAC.

20. WASHINGTON: SEATTLE

[Seattle Bicycle Advisory Board \(SBAB\) \(Local\)](#)

[Seattle Pedestrian Advisory Board \(SPAB\) \(Local\)](#)

- The SBAB advises the Mayor, City Council, and City Departments and Divisions on projects, policies, and programs that improve and/or affect bicycling conditions in Seattle.
 - It is composed of 11 Seattle residents that serve for up to two 2-year terms. In 2001 it added an additional position for the YMCA Get Engaged Program that serves for a 1-year term.
- The SPAB advises the Mayor, City Council and all departments and offices of the City on matters related to pedestrians, including the impact which actions by the City may have upon the pedestrian environment; contributes to all aspects of the City's planning and project development processes insofar as they may relate to pedestrian safety and access; promote improved pedestrian safety and access by evaluating and recommending changes in City design guidelines and policies; and prepares an annual report on the status of its work program and achievement of its goals to the Mayor and City Council.

- It is composed of 11 regular members - six appointed by the Mayor and five appointed by the Council. The Get Engaged: City Boards and Commissions program created an additional spot in the board specifically for a young adult (18-29) member.

21. WISCONSIN: MILWAUKEE

Complete Streets Committee (Local)

- The committee will be the entity responsible for implementing the City's complete streets policy.
- The committee is made up of the following individuals or their designees: the commissioner of public works (committee chair), the city engineer, the commissioner of city development, the commissioner of neighborhood services, the department of administration budget and management director, the commissioner of the health department, the police chief, the executive director of the housing authority of the city of Milwaukee, the president of Employ Milwaukee, the chair of the common council's public works committee, the chair of the common council's public safety committee, the chair of the common council's zoning, neighborhoods and development committee, and the chair of the bicycle and pedestrian task force.

NACTO MEMBER CITIES

- Atlanta – Does not appear to have any modal or complete streets committees
- Austin, Texas – The Multimodal Community Advisory Committee (MCAC) was an ad hoc advisory group to both the Austin Strategic Mobility Plan (ASMP) and Capital Metro's Project Connect. The MCAC reviewed draft plans and provided guidance to both project teams. The committee no longer meets because the plans were adopted.
- Boston – The Parks, Recreation and Transportation Committee discusses all transportation matters relating to motor vehicles, pedestrians, and bicycles.
- Charlotte, NC – The Transportation and Planning Committee reviews and recommends policies to implement a comprehensive mobility network and advances strategies to create a livable and connected city.
- Chicago – Committee on Pedestrian and Traffic Safety and Committee on Transportation and Public Way
- Columbus, OH – No modal or complete streets committees. Public Service and Transportation Committee
- Denver – More info above. Land Use, Transportation & Infrastructure Committee
- Detroit – No modal or complete streets committees.
- Los Angeles – Complete Streets Division (I don't think this is an advisory group)
- New York – No modal or complete streets committees. Committee on Transportation and Infrastructure
- Orlando, FL – No modal or complete streets committees.
- Philadelphia – No modal or complete streets committees.
- Phoenix – In 2018, seven out of nine Complete Streets Advisory Board members resigned.
- Pittsburgh – The City is currently looking for new members to join the Complete Streets Advisory Committee (CSAC). This committee is tasked with providing feedback on complete streets initiatives, policy, programming and plans. Specifically, this summer the CSAC will be reviewing the city-wide Pedestrian Safety Action Plan, the Bike Plan and the Complete Street Design Guidelines.

Modal Committee Evaluation Framework - Appendices

- San Antonio – [Transportation and Mobility Committee](#) shall review policies, plans and programs that are designed to enhance connectivity and mobility of all kinds, including the airport and air service enhancements, congestion reduction projects, transit improvements, infrastructure as well as multimodal transportation options, including the greenways and trails.
- San Jose, CA – [Transportation and Environment Committee](#)
- Seattle – Bicycle and pedestrian groups.

PEER CITIES INTERVIEW QUESTIONS

Question	Goal
What is the biggest strength of your structure?	Tradeoffs; pros; values alignment
What would you want us to know about this structure if we wanted to implement it in Portland?	Topics that we'd to consider for implementation; potential issues with the model; tradeoffs
What are some of the tradeoffs for this structure?	Tradeoffs; pitfalls; pros/cons
What do your staff and elected officials think about this structure?	Feedback from within the city
What do your community members or advocates think about this structure?	Feedback from outside the agency
How do you measure success or evaluate your structure?	Are there measures? What does success look like for them and is that in alignment with PBOT? Who holds them accountable to the structure?
What values brought you to decide on this structure?	Do those values align with PBOT? Is this replicable in Portland?
What is the retention of volunteers?	Is there turnover or same old people? Do people feel engaged and appreciated?
How has COVID changed your structure?	Many exit interviews point to the limitation of virtual meetings. Are there lessons here?
How does this structure reflect your community's diverse viewpoints?	Do they engage new community members? BIPOC? Is this not considered at all; if not, could this work in Portland?
What is the time commitment to implement this structure?	Could this work in Portland? Tradeoffs; staff commitment vs volunteer commitment
What meeting structures do you utilize?	Field trips; virtual; in person; dialogue building; voting?
Anything else you want to share with Portland?	Anything important that wasn't asked specifically.
Are there cities that we should look at that do things in a unique way?	

APPENDIX 3: PORTLAND STAKEHOLDER INTERVIEWS

Below are high-level summaries from the following sources:

PBOT Modal Liaisons	19
PBOT Staff	22
Current Modal Committee Members	28
Alumni Modal Committee Members	32

PBOT MODAL LIAISONS

The liaisons were asked about what is working well and what needs to be improved for the modal committee structure. Below is a summary of their responses.

Benefits

- All three liaisons felt that the committees were effective in helping staff gather political support and show thoughtful, considered public participations through letters, securing funding/grants, and expressing political support or lack of it.
- The freight committee is a convenient way to get the voices of stakeholder associations (such as the Oregon Trucking Association, Columbia Corridor) together and for other agencies to talk with the knowledgeable committee members.
- Staff who present to the committees come with good intentions and an open mind, they try to get constructive feedback from the group and usually listen and take notes.

Challenges

Membership and Meeting Structure

- Tenure on all committees is an issue. A productive conversation needs a mix of people (experience, advocacy and others) with people who are informed, dedicated, and "plugged in."
 - The inequitable implementation of term limits has also caused a disparity between the committees in terms of experience and technical knowledge since freight still has all its experts.
 - Leading biking and walking advocacy organizations are not on their equivalent committees, but the leading freight folks are on the freight committee.
 - Freight committee members get paid the same whether they are at a meeting or not, so there is no accountability for attendance.

- A more diverse group of people, such as more folks from advocacy organizations, can provide more valuable feedback on all committees.
- The Chair has too many responsibilities, delegating some administrative tasks such as notetaking and getting the agendas out would be helpful.
- Overall, there is a feeling that more can be done to make the structure work. There is a lack of a clear purpose/value that the committees bring.
- The liaisons feel like they are put in the middle. Committee members ask liaisons questions that the liaisons might not be able to answer, such as project design, levels of separation. Liaisons have to take on duties beyond agenda coordination, such as acting as a PBOT cheerleader; grounding the committee and their work by reassuring them that PBOT has a plan and it is being implemented.
- For all committees, the meeting format and structure were open to improvement.
 - The few vocal members dominate the conversations. Liaisons need support in figuring out how to balance issues. Committee chairs could help with steering the conversation in a positive direction.
 - Monthly meetings are packed and there is dissatisfaction with the level of conversation that can be had in the amount of time. One liaison suggested that the meetings are too short and too frequent. Longer meetings with less frequency would be ideal. Another suggested a big committee meeting every other month, with sub-committee meetings in between.
 - A lot of what is accomplished through the committee meetings can be done at a project open house. There needs to be a clearer distinction/difference. Explore project-based workshops as an option to supplement committee meetings. It could be a way to reduce over-tapping community organizations or partners.
- The topics that are presented to the committee need to be intentionally selected.
 - There needs to be an agenda setting process, such as meeting with committee chairs and picking topics that will benefit from the feedback. The process may include conversations with the chairs that the chairs might not want to have. Quarterly goal setting can be helpful.
 - Conversations on urban freight vs. regional/rose quarters would be more beneficial for all parties involved.
 - Having a slide of "this is the kind of question we would like your feedback on" could be helpful for all presenters.

Influence and Decision-Making

- There is tension between the city and the committees. Committee members are vocal in expressing dissatisfaction. They feel unfulfilled as they do not feel like they have the influence to make an impact or difference and change the city.
 - The inability to have offline conversations is limiting. Allowing committee members to act as liaisons for different projects would provide more knowledge exchange and allow the members to gain more knowledge in the area that they are engaged in.
 - The committee wants to understand the impact they are making and receive responses when they reach out and updates on projects that they have provided feedback on.

- There has also been tension between advocacy organizations and the Freight Committee, as well as equity and safety considerations.
- The agency often needs to balance different considerations for their projects, such as political impacts, budgets, viewpoints from business owners, and traffic engineers' concerns. The committees do not always understand the tradeoffs and the varied factors that the agency must balance.
 - The silo-effect that the committee's experience could be a contributing factor to the problem.
 - Staff struggle with how much information on political tradeoffs to share with committees.
 - This lack of information sharing between staff and committee members leads to feedback that is not intentional or useful.
 - If a multimodal committee were to exist, they would be able to have that tradeoff discussion and reach a consensus on alternatives that they wish to move forward with, which would be helpful for the city.
- Committees are frustrated with their role being separated from the Bureau and Budget Advisory Committee. The committees wish to better understand budget-making as it pertains to the work area of their committee. The city does not engage with modal committees on budget.
- The committee should be aiding staff in a way that provides staff with the cover they need to do hard things, with the public and elected leaders.

PBOT STAFF

PBOT staff were asked to attend an interview if they had presented information to one or more of the committees in the last few years. Over 40 staff were interviewed about the benefits and challenges of the current committee structure, as well as what problems they thought the committees could solve. The names of staff are not included, as a way to encourage open conversations about the challenges; however, the full list of staff is included in Appendix 1.

Benefits

- Project staff and committee liaisons work closely together.
- Staff's opinions about the benefits of three separate modal committees were that they either ensure that all three modal interests are heard and it allows staff to handle the conversation in manageable pieces or that having all the modes together would allow them to understand different perspectives. Most staff agreed that an experienced facilitator would help the meetings, particularly for a joint committee.
 - Different modes have conflicting goals, the current committee structure provides room for each modal committee to speak freely but a joint committee structure may not provide the same space.
 - A joint committee structure could be beneficial in helping the committees understand the needs and tradeoffs of different modes.
 - Early input is crucial for design and construction implementation. Allowing for collaborative problem solving. Then there is a chance to work through issues collaboratively, it is the best use of time.
- Staff saw the committees as prompting them to think carefully about what questions to ask the groups.
 - The committee presentations are part of the outreach strategy (value) and projects don't like to surprise people and these committees help to avoid surprises due to their connections.
 - Presenting to the committees is an efficient way to conduct outreach since the committee members are well-connected and can share the project information with others.
 - It is helpful when presenting staff sets expectations and ground rules to act as a guideline for the committee discussion. A staff's personal experience with this approach at BAC was positive, they found that committee members brought in amazing points of view that staff hadn't thought about.

Challenges

Membership and Meeting Structure

- **There are other city committee structures that work well:**
 - The historic landmarks and design commissions both work well. Their scope is defined, particularly with historic landmarks. Conversations at the historic landmark commission is about how the project affects historic resources. The design commission is focused on infrastructure footprint and design, but there needs to be a follow-up, to close the feedback loop.

- The planning/sustainable commission faces the same issues when discussing a project's climate impact. With the planning commission focusing on zoning codes and plans, and the sustainable commission to focus on the climate action plan.
- The freight committee have more heated conversations, since freight is the members' profession and they're representatives of their employers at the committee.
- Transit and accessible transportation advisory groups advise TriMet and it is difficult for PBOT staff to go to them.
- Central City In Motion is the closest to a transit advisory group, and PBOT staff are starting to use it that way.
- Urban forestry commission is another one; it was a confirmation of what I heard from staff; talk to larger body of people who have different viewpoints. If only getting input from one staff (modal staff) then I am missing less; want to understand the roadblocks that I'm not considering.
- **Meeting logistics:**
 - The meeting agendas fill up quickly.
 - The challenge is the timeframe on the agenda and staff giving as much information as possible.
 - Meetings require strong facilitation to get constructive feedback or the conversation can be preoccupied with particular suggestions or ideas, that may have already been thought about internally. Staff coordinators and committee chairs do their best to facilitate but they are not professional facilitators.
 - Virtual meetings could be an opportunity to provide lots of information on policy or design. There could be a standing meeting, without a formal committee, to set the agenda. It is important to establish how to engage with the committees.
 - Could have a standing meeting without a formal committee just have a virtual meeting to set the agenda and you hear about the projects; ask questions and hear from them.

Committee and Community Input

- **The structure around how the city sets up to go to committee meetings and the roles of the staff should be reconsidered.**
 - Maybe it should be someone else from the city, who have the authority to make changes, to come to the committee meetings to listen and take the heat.
 - Stages and gates for projects; when project managers gets the project the planners should go to committee and then it should be smaller decisions that are within the stages/gates.
 - Planning runs a lot of the presentations, and they bring the feedback back to project managers, who then inform them of the constraints, such as budget.
 - City policy from Civic Life has good intentions with structuring a more formal process with applications and term limits. The intention was to have a more diverse poll for turnover but the process is making it harder to get a more diverse membership.
 - Internally, there is resistance to going to the committees as the staff anticipates an antagonistic experience. It is an important part of the creative process but should be more constructive and create a productive interaction where the staff is eager.

- The structure makes it difficult to come in with one agenda/time to leverage a public body to deploy to get what they want.
- Certain projects may not pertain to a particular mode as much, and presenting staff feels concerns about the project being uninteresting to the committee for that mode. It would be better to have a consolidated meeting, which may require more time.
- Part of the challenge is the structure in which one member of staff is assigned to one role and one committee. The structure exacerbates the difference between modes, thus discouraging everyone from being on the same team.
- **The undefined scope of the modal committees makes it difficult for staff to gather the input that they're seeking. A clear focus and scope of work that the committee have to follow would help.**
 - The presentations are mandated by the council. It would be beneficial to share internally what the committees' focuses are and what feedback to get from them.
 - Staff presents to the committees to gather geographical/neighborhood input that will inform the project due to the undefined scope, committees tend to focus the conversation on climate change and sustainability.
 - It's difficult to know when to present to the modal committees, particularly if the project has its own advisory committee.
 - Staff expressed that everyone is advocating for the same things but the committee members are not considering the important tradeoffs that staff need to consider.
 - Staff did not receive briefings on how to go to the committee, usually relying on themselves to figure it out over time.
 - The current structure is frustrating for both the committees and staff. There is no clear understanding, the staff is unsure of the committee's technical functions or if there is a committee policy. The advisory role of the committees can be frustrating as it is limiting, the committees want to get involved in scope/budget which is beyond their role.
 - The staff has to balance between asking detailed questions and setting realistic project expectations. The staff only seeks input on the big picture as it leads to less disappointment.
- **Other meeting structures:**
 - It would be preferable to have one to two committees for detailed advice on policy and designs.
 - There are different goals for each committee, and the conflicts between their goals are not being considered.
 - The challenges that modal committees face is shared by other advisory groups, such as working groups. Committee membership has demanding requirements, including required training. PBOT is investing in the committees and has a responsibility to foster better outcomes.
 - Staff expressed support for a shared-use committee, rather than the current structure which re-enforces identity around one mode.
 - A joint meeting structure might not be beneficial for all three groups as the staff doesn't usually have projects that benefit all three. Central City Motion group, which meets quarterly, faces similar structural challenges about what to bring to them at what phase. However, discussions and feedback are more constructive as their scope is defined and constrained around projects.

- The committees have about forty-five members and twenty if consolidated. The staff is not worried about the reduced number.
- Without being able to hear each other, each group feels unheard or unvalued. The situation would improve with a more diverse committee to talk about the impact on the street, the factors and their priorities. Without discussions of the tradeoffs, it can be discouraging as the modal committees think that the city doesn't hear the feedback or act on it. It would be beneficial to have all interests in one room so they can hear each other's perspectives and talk about the tradeoffs.
- With the current structure of separating modes of transportation, certain modes can be an identity, such as "bicyclist", which provides the committee with volunteers who are experts, but the experts/committee members are not always who the staff needs to hear from.
- There have been instances of one mode dismissing (or belittling) another. There should be a ground rule forbidding that behavior. The culture should move away from criticizing different modes as everyone has their own story, and move towards encouragement.
- The current structure tasked staff with advocating for different needs and considerations when presenting to the committees, which fosters an adversarial dynamic between staff and committee members. It is frustrating for staff to feel antagonized by the committees, but the staff understands that committee members are volunteers who are engaged and passionate. The structure should improve to help them and make them feel valued.
- It is unsuccessful for each project to balance and try to please all sides. It would be beneficial to have all the modes in one room and work through issues together, focusing on the shared goal of improving safety and efficiency for the public.
- **Committees organized around lived experience and not around one mode would be of more value and will allow the project staff to get input from diverse communities.**
 - The committee members do not represent Portland's diverse experiences and demographics.
 - The structure poses challenges with reaching out to diverse communities, such as BIPOC, who might not be comfortable voicing their concerns.
 - The committees' internal structures should prioritize equal input and should better their representations to be more equitable and racially and geographically representative.
 - It would be helpful for modal coordinators to know the pulse of the community, to help guide their thinking.
 - It would be beneficial if the committees are representative of the communities and can assist in connecting project staff with people that they have a hard time reaching.
 - One perspective that is not represented is people who need to drive. Staff has received feedback that it is harder to drive, such as being unable to make a U-turn or left turn. The projects are making roads safer but staff questions if enough input was gathered on the front end. Some people are in a difficult situation where driving is a necessity or the only option. The committees should have more diverse voices; maybe compensate people for their time to make it worth their while.
 - There are groups that the staff doesn't hear from, such as youths and people with disabilities or accessibility needs. It is not a part of the standard practice to reach out to youths, and staff may not always have the knowledge about disabilities and accessibility needs. TriMet CAC has been foundationally helpful.

- There should be a high school advisory group from every high school in the city on all range of projects not just transportation.

Influence and Decision-Making

- **There is a lack of accountability in the current structure.**
- **The committees don't consider project constraints, such as budget, and tradeoffs.**
 - One committee might be consulted in the later stage of a project and they may want to do something that would derail the project. At times, committee members express disapproval of certain projects and prefer for the project to not happen at all.
 - There should be more thought surrounding scope and budget tradeoffs, more accountability surrounding the decision making process, feasibility and constraints.
 - At times, some committee members hold strong opinions about planet protection. The committee may not be the right place for this conversation as the conversation is not constructive for the projects.
 - Staff expressed that costs shouldn't matter but they are a finite resource that permeates throughout the project phases, beyond design, to scope a project that is buildable and fiscally feasible. The agency will have an internal process to figure out costs and adapt to economic realities.
- **The staff has expressed that projects could do a better job of data-driven decisions.**
 - Climate change discussions surrounding transportation should be grounded in existing conditions, and if climate-friendly transportation alternatives exist.
 - Data should be used to inform discussions and decisions.
 - Geographic equity should be part of the conversations, especially for underserved areas such as the southwest region.
 - Putting bumps in street is an easy way for staff to collect data and gather feedback on potential issues and how the street is used. It was a productive conversation at BAC as the question was specific and on-topic for the committee.
- **Feedback from committee members was not always useful or appropriate.**
 - Staff did not receive much feedback when seeking input on decisions/recommendations.
 - The presenting staff tend to be viewed as representative of the city and all city projects thus committee members would provide feedback on other projects that the staff may not have connections with.
 - The staff received the most useful feedback when there were useful questions.
 - The staff received unfeasible recommendations from committees and mismatched feedback between committees as each focus on advancing their mode.
- **There is a general feeling that the utility of the committees has decreased over time.**
 - In the past, the committees are opportunities for the staff to learn progressive ideas from advocates, but now the progressive ideas surrounding each mode are discussed internally, and the staff is often more aware of the tradeoffs and feasibility, rendering committee advocacy redundant.
 - The level of engagement from committees varies depending on the project and phases. The committees prefer holistic projects and early presentations to discuss policy and project development. The staff are making assumptions about what is to come.

CURRENT MODAL COMMITTEE MEMBERS

Bicycle Advisory Committee

During the June 14, 2022, monthly meeting, the existing committee members were shown a presentation from City staff about the history of the committee structure and the process involved with this project. They were asked to comment on what is working well and what should be changed about the committee structure. The committee members responses are summarized and paraphrased below.

Benefits

- A new BAC member is impressed with the BAC members, their institutional knowledge and understanding of the jargon. The members' expertise gives a boost of optimism.
- A number of staffers within PBOT have been fantastic to work with and the committee is grateful for that experience.
- Having committees for a large governmental body is a great infrastructure in general. Feel like I don't have any other way to give you feedback besides on social media.
- The term limits rule "I've never felt that I had the opportunity to join." How you phrased the invite for how you "we valued your lived experience" That told me for the first time that they're looking for me, that I had a chance to be accepted. The new language is great, keep saying that message to get more diverse members. Now the legacy is something to overcome.

Challenges

Membership and Meeting Structure

- In 2016 Commissioner Eudaly changed to limit committee term limits to 8 years and then 2018 Commissioner Eudaly made an exception for the Portland Freight Committee ("PFC").
 - Only one member with more than 4 years of experience on the committee. That has been a brain drain and has been ineffective for the committee, since it requires members to get up to speed.
 - The term limits have impacted what the committee can do and what it looks like.
- The "mode split" of the committees perpetuates structural racism. The mode split goals of the pattern areas. This should not be connected to infrastructure.
- My focus on the BAC is multimodal. Sometimes a bicycle-only focus is not multimodal suggestions. Too focused. I would rather see a more multimodal committee. I think joint bike ped will create suggestions that work for everyone. Break down barrier to let everyone know that cyclists are like everyone else. As proud as I am to be a member of the BAC, cycling hasn't been inclusive. We need to be more multimodal to truly be thinking about the future of cycling.

Input Influence and Decision-Making

- **Committee doesn't feel influential or involved in decision-making.**

- In the last few years, BAC has written and sent around ten letters to the director or commissioner but has not received acknowledgment of receipt or response, with the exception of one letter where BAC saw their impact.
- The committee was told they can request to meet with the director but the director (or staff) has not attended their meetings for a while.
- For the structure to work other people have to care about hearing from the committee; if it's all on the members to move tasks forward, it won't work.
- Transportation equity is really critical in the strategic plan and I was happy to see that. When I talk to project managers at PBOT, I see a disconnect. I think they're applying equity as a checkmark rather than believing it themselves. I've seen PBOT engineers that really do believe.
- I don't think staff understood my message or appreciated what I raised and they didn't have the vocabulary to continue the dialogue around racist behaviors that were happening in the planning and implementation of projects. The issues were raised in the meeting but didn't feel heard or respected or that the feedback was valued so tried to continue the feedback in emails directly to staff afterwards.
- **BAC experiences burnout due to feelings of personal ineffectiveness and depersonalization.**
 - New members don't know how to influence projects.
 - Members didn't know what to expect from meetings and their expectations didn't align with the reality.
 - Here's the podcast episode that was referenced, it is highly recommend: <https://fs.blog/knowledge-project-podcast/laurie-santos/>
- **Building support with a wider audience is important.**
 - It is also about marketing. Building voter support and grassroots support for what the Portland Bicycle Advisory Committee is doing is the key. Which again means volunteer time and recruitment of more volunteer time. Perhaps pulling in other groups, more voters will make the commissioner and other elected officials care.
 - The value of our committees using their collective voice to city council, much, much stronger than city staff influence on issues of committee recruitment and trying to create a diverse and equitable committee membership. We were able to meet our goals by breaking the rules. First time we have the most diverse committee.

Pedestrian Advisory Committee

During the June 21, 2022 monthly meeting, the existing committee members were shown a presentation from City staff about the history of the committee structure and the process involved with this project. They were asked to comment on what is working well and what should be changed about the committee structure. The committee members responses are summarized and paraphrased below.

Questions

- Curious about reasons behind the changing structures between bicycle and pedestrian committees. Also interested in the traffic safety committee.

Benefits

- Really like the virtual meeting because 8-8:30 pm bus is hard to manage, especially when you live on the eastside. Zoom really successful for us. It is hard to get east Portland representation as travel was a barrier for public transportation users or had to deal with parking. Support staying remote, except for occasional meetings in person.

Challenges

Membership and Meeting Structure

- The committee has experienced ineffectiveness with members leaving and not feeling like the committee was able to make the impact they wanted.
- The committee had a hard time getting geographical representations but was also told that they cannot give priority or reject applicants based on residence location.
- The balance of experience on the PAC and other committees; some have decades of experience as advocates, planners, walkers, etc. Members would be interested in knowing what input is the most helpful from them, as a committee that want to make the city better for walkers. The committee was very intentional about memberships; should they be aiming on various levels of experience. Should there be more professional experience or should they stay away from that and not be professionals. That would be helpful for how to offer feedback in the most helpful way. No one wants to be disparaging against the people who present and what if the members have professional experience that is at odds. Unsure of the best way to serve the community.
- The committee doesn't have a great onboarding. It was several sessions before members knew about what is going on. What the members need to know to onboard quickly is an important consideration.

Input Influence and Decision-Making

- There should be reflections on what is the committee and what they do.
 - Conversations and reflections surrounding committees' purposes and focus are happening. There are new modes, such as transit and accessibility. As well as freight, which differs from other modes as it moves on different modes and moves stuff.
 - Advisory committee always has a tussle between transparency and digestible; how to bring more topics?
 - It is hard to comment on everything that PBOT does.
 - What is the real goal of the committee; there is advocacy that needs to happen outside of the bureau.
- The committee gets very little feedback from people who present to them and then they don't know if their input was included in the design and construction. Some projects have come back repeatedly but that is pretty rare. Not every project has time and the committee might not have time in a meeting but there should be acknowledgement of the committee's input in some way.
- Think it's good to have separate committees because different modes have different concerns that can often be conflicting. Conflicting modes aren't always safe together.

- The Pedestrian Portland plan was great; there was a huge funding need. It seemed like the committee should be focusing on funding. Unsure what the goals are, so not know what info is best to bring forward. Members understand that the city is well intentioned but under-resourced, they try to help by writing letters but there is so much more that the committee could do. That would help with recruiting and it would be good to listen to the community but each project has its own outreach.

ALUMNI MODAL COMMITTEE MEMBERS

13 alumni from the three modal committees were interviewed, and their comments have been summarized below. Additionally, PBOT has started to collect exit interviews for members leaving the committees in the last two years. Between 2021 - 2022, exiting committee members were asked a standard set of questions regarding their experience serving on the committees. They were asked to comment on the challenges as a member, if they felt adequately supported and informed, if they felt successful and effective, and to share recommendations on bettering the committee.

Benefits

- Several commented positively about their fellow committee members, that they are welcoming and knowledgeable.
- Several expressed that they like the regular monthly meeting and reliable access to city staff. Having a consistent point of contact with the agency and being taken seriously by the local government is valuable.
- Former Freight Committee alumni expressed that being a part of the Portland Freight Committee ("PFC") has been beneficial in obtaining valuable information on upcoming projects that could have an impact on their businesses.
- Former freight members also expressed that the specific meetings with mayors and councils enabled a healthy and knowledgeable dialogue.
- The Freight Committee represents a wide range of transportation modes (trucking, marine, rail, air cargo). Its geographical and project-focus (Portland) allowed the committee to work well by aligning members' interests with the committee's focus concentration.
- Strong engagement when members were advocates and able to follow one or more projects and report back to the larger committee.

Challenges

Bicycle and Pedestrian focused

- Many interviewees who served on the bike or pedestrian committees expressed frustration with the lack of influence or decision-making power. They felt like a "check-box" for staff and that they are unsure if their input has any impact.
- It is suggested that the bike and pedestrian committees could be more effective and influential if they're structured like the forestry commission, with real decision-making powers.
- Several bike and pedestrian committee alumni expressed that the committee wishes to help advance the city's goals, especially in terms of multimodal traveling, climate change and ADA-accessibility, areas where the bodies' interests align. However, they observed a disparity in goals, policy and implementation, and wishes for there to be more advocacy and support in advancing these goals.
- Interviewees who served on bike and pedestrian committees expressed that the charge of the group feels undefined.

- Bike alumni have expressed that they at times question why a project presentation was prioritized, especially when they don't receive an update following the meeting.
- Some committee alumni shared that they feel most comfortable with providing feedback on design or plan, and not so much on budget or policy.

Freight focused

- There is tension between the Freight Committee and the other two advisory committee bodies.
- The different makeups of the committees, with freight consisting primarily of paid advocates while bike and pedestrian consist of volunteers, as well as the inequitable implementation of term limits, and perceived power/influence difference have contributed to this animosity.
- A former committee member who has served/interacted with all three committees expressed that the bike, pedestrian and freight committees lack respect for and are unfriendly with one another.

Membership

- While the representation of underserved communities and BIPOC communities has been observed as improving following the implementation of the city's equity policies, committees' geographical representation is brought up several times as a challenge and issue.
- Committee members have valuable local or neighborhood knowledge but are unable to provide it when they are left out of the decision-making process or do not receive information on how the decisions are made.
- Grievances surrounding term limits, its limitations on member knowledge and its inequitable implementation
 - Staggering terms would be ideal.
 - Term limits also limit technical and institutional knowledge. Older committee members could have built up the knowledge, understanding of jargon and communication skills required to communicate and push back the traffic engineers when needed.
 - Term limit implementation was inequitable. This policy was implemented on BAC and PAC in 2017 but was not implemented on Freight Committee till 2020.
 - The gap in knowledge within the committee has also been named as a challenge.
- The knowledge gap, whether it is technical-based, local/area-based, or project-based, discourages folks with more limited knowledge or experience from participating.
 - There is a disparity between committee members from professional backgrounds and average citizens in the aspect of knowledge of how the city government and planning work, and how to access and understand the documents.
- Additional training and onboarding would be useful.
 - It is suggested that mentoring new members about the committee could be helpful but it would be important to be mindful of everyone's volunteer capacities.
 - It is suggested that committee members should be trained on how to be helpful.
 - Alumni expressed that they wish for an onboarding process or 6-month check-in, as well as an exit interview process to collect information and provide support for members.

- The barriers to participating should also be considered as everyone have varying capacities and interests.
- Partial recruitment from community or neighborhood associations was a repeated suggestion by former BAC and PAC members. They also recognize a need for community members with more technical or institutional knowledge to be involved. While PFC alumnus has expressed that their committee will not work well if it's being restructured to be a general committee; its effectiveness lies in its structure as a panel of experts.
- The need for interdisciplinary representation and perspective was expressed by former members of all three committees. There are a lot of overlapping interests between different sectors, bureaus, agencies and committees.
- One alumni said they couldn't bring all of their different perspectives to the conversation, but had to stick with just one mode.

Meeting structure

- One of the factors that was identified to have contributed to this is the time constraint due to the short meeting time, committee members often don't have enough time to share or conduct constructive discussions. A suggestion on how to approach this is to avoid packed agendas and allow the committee chair/member to have a say in determining the agenda.
- What gets presented to the committee is important.
- Another identified factor is the time constraint in terms of projects. The committee meets monthly and a lot of projects are moving forward during that time. The time constraints make it hard, there is not enough time to receive those public records, build up the technical literacy to comprehend the materials and provide good feedback.
- Lack of a clearly defined project priority, committee expectation and member support structure.
- The conversation between project teams and committees needs to happen earlier on and follow up at different phases to collect different inputs. Committee members can feel like they don't have a voice when the projects are presented to them at a later stage when all the decisions have been made.
- Committee members ask for more clearly defined expectations in terms of the type of feedback staff is looking to receive from the committee. And for the presentations to be more structured, to tailor the information shared to the committee member by asking why is this information relevant for the committee to know?
- Committee alumni have also shared that there is a challenge in getting everyone the information they need at the right time. With varying capacities, balancing that and the project timeline can be tricky; rendering the monthly meeting structure less effective.
- It is suggested that the committee should be provided with a long list of upcoming projects, to have a matrix on priorities and contingency plans to get everyone on the same page and a hardline for the project team to provide material to the committee.
- The need for presentation or meeting materials to arrive early, providing committee members with enough time to prepare is repeatedly brought up by committee alumni. Committee members struggle to provide

constructive or effective feedback when they are not given enough time beforehand to familiarize themselves.

- A challenge with the joint meetings is the structure. When a joint meeting was held in the past, it shared the same duration and agenda as usual committee meetings, which greatly restricted the level of participation, engagement and communication.

Influence and Decision-Making

- A number of the interviewed committee alumni have expressed that the city council needs to be more involved, the committee does not feel valued by the city council.
- Interviewees have also identified the lack of a feedback loop as another factor that contributes to the committees' feeling of disempowerment. At times, the committee provides feedback but doesn't know if it is incorporated, if changes had been made, and if changes did happen, the committee did not receive an update.
- Several former committee members shared that there needs to be more flexibility in the project designs. In the sense that traffic engineers should be exploring solutions when they receive pushback from committees on a design. Bike and Pedestrian Committee alumni have shared that they often felt that auto/car needs are prioritized. One interviewee mentioned that to accommodate trucks, turns are often created larger, which allows cars to speed around the larger radius turns, making it unsafe for non-car users.

Communication

- The desire to have more communications between the three modal committees is shared by former members of all three committees. Members have expressed that the committee structure can have a silo effect, and increased communications between the committees can help reduce the isolation. Sentiments that the different modes of transportation will have an impact on each other and thus there is a need for more communications across the modes are echoed by alumni of all three committees.
- Several PAC and BAC alumni highlighted the "In-Motion" project and its focus group structure worked really well.
- The tension between staff and committee members. Committee members don't feel comfortable speaking freely or offering criticism, they struggle to find a balance between advocating for community needs and being mindful of staff's needs and perspective.
- Tension with the staff when committee members criticize the staff's presentation or plan is a shared issue faced by all three committees.

Community Input

- The community's changing needs and the long time span of many public projects means that the project should check in with the community and not close the feedback loop once the meeting is done.
- Projects can take years to plan and design. How can you be sure folks are still interested or share the same concerns?

Modal Committee Evaluation Framework - Appendices

- Interviewees have also shared that they don't believe collecting community input through the committee is effective. Committees are participatory thus true representation of a community can be difficult.
- It is suggested to have more open sessions welcoming the public and provide more time for feedback and input.
- It is a challenge for committees to collect community feedback as there's a lack of awareness of BAC and PAC's presence. There should be more effort to connect the committees and the communities.