

MODAL COMMITTEE EVALUATION



03/29/23 – Part 2

THIS IS A DRAFT DOCUMENT THAT WILL BE UPDATED WITH MODAL COMMITTEE FEEDBACK.

Please see Part 1 for more information on the research completed to develop the problem statement.

FRAMEWORK FOR EVALUATION

JLA Public Involvement and the Portland Bureau of Transportation (PBOT) developed a problem statement after completing local and national research (Part 1). From this research the team developed a range of potential process and structural changes for consideration.

These potential choices were shared with modal committees, in a workshop for present and past committee members as well as members of the public, and in transportation justice focus groups. All participants were asked to evaluate the pros and cons of the alternatives.

The process resulted in a list of potential committee structures to consider, as well as a list of operational strategies among six operational improvement areas, responding to the joint problem statement and issues/objectives (Part 1). Improvement areas include recruitment, onboarding, strategic planning, meeting structure, interaction with the City, and ongoing development and accountability.

Although some strategies from each improvement area may be theoretically applicable immediately to the existing modal committees, determining changes to the committee structure is a cornerstone to a cascade of additional choice points in the other improvement areas. The results also articulated one more critical point of needed clarity: PBOT must clearly define what it wants each committee to do and serve.

Results from this work will be shared with the PBOT Director and Transportation Commissioner for potential action and next steps at their discretion.

Steps completed for evaluation:

- *Peer cities research and interviews*
- *Feedback from current modal committee members*
- *Focus groups with past modal committee members*
- *Review of modal committee exit interviews*
- *City of Portland staff feedback and interviews*
- *Hybrid workshop with past and current modal committee members, as well as interested members of the public*
- *Transportation justice focus groups*

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FALL WORKSHOP

On October 25, 2022, PBOT hosted a Modal Committee Evaluation Workshop. The workshop was open to public attendees and invited current and alumni members of the Modal Advisory Committees. The goal of the workshop is to (1) Confirm that the challenges identified through stakeholder interviews are aligned with the current and past members' experience. (2) Gather public and members' feedback on the proposed new structures, "Typologies". The majority of past and current committee members confirmed that the identified challenges aligned with their experience.

Workshop Feedback on the Problem Statement and Identified Challenges

Problem statement: How might we create modal engagement that is meaningful to the participants as well as to the City and PBOT staff, while representing a full range of perspectives?

Prior to the workshop, staff presented to each of the modal committees, asking for feedback on a first draft of the problem statement and the identified challenges/ objectives (see Part I for process and what was learned). The feedback was reflected in the materials that were presented at the fall workshop where staff asked for additional feedback on level of agreement with the problem statement and challenges, as refined.

Problem statement: How might we create modal engagement that is meaningful to the participants as well as to the City and PBOT staff, while representing a full range of perspectives?

A majority of the attendees agree fully with the problem statement. Others agree with notes, notably “I appreciate that members may want a ‘meaningful’ experience. But I don’t believe that should be set up as equal to the value the City drives.”

Problem: Unclear charge and expectation of engagement

- *Objective: Develop a framework to clarify what projects/issues go to modal committees (vs. other types of engagement), when in the process, how to ask feedback, and how the feedback will be used or considered.*
- A majority of the attendees agree fully with the problem statement. A few have concerns, and others agree with notes, notably “More focus on: decision making, outcomes” and “Inconsistent onboarding, unclear ask, unclear usage of feedback”.

Problem: Lack of communication limits problem solving.

- *Objective: Create means of bringing different modes together for more complex considerations and cross-mode understanding.*
- A majority of the attendees agree fully with the problem statement. A few agree with notes, but no additional input was written.

Problem: Unknown impact and limited connection to elected officials that the committee serve; perceptions of inconsistent influence among committees.

- *Objective: Establish procedure for staff to follow up with committees about how their feedback was considered and/or impacted changes, provide responses to letters submitted, and establish traditions for PBOT leadership and elected officials’ equal periodic committee attendance.*
- A majority of the attendees agree fully with the problem statement. A few agree with notes, notably “Project staff should expect that feedback from committee members may conflict with one another. We should normalize multiple perspectives and not act as a homogenous rubber stamp.”

Problem: Committees are not representative.

- *Objective: Increase the diversity of committee members and include them meaningfully in all big events that celebrate PBOT wins.*

- A majority of the attendees agree fully with the problem statement. A few agree with notes, including “I’m indifferent to ‘events that celebrate PBOT wins’. I am interested in results.”

Typologies

Three “typologies” -general types of engagement structures selected for consideration for their potential to meet the objectives and problem statement- were presented to participants: 1) a sounding board, 2) a complete streets committee, and 3) an existing structure “plus” model. The participants discussed the typologies in groups and had the opportunity to additionally explore opportunities and challenges for their own typology ideas, discussed as “typology 4.”

Typology 1: Sounding Board

Description

- Fully open access to participation to anyone interested, who may join at any time.
- PBOT recruits a roster of people interested in sounding board membership, with emphasis on ongoing evaluation of the roster and participation (attendance in meetings, events, and in surveys), aiming for geographic and demographic diversity.
- Members provide individual feedback directly to PBOT, often informed by group discussion or activities.
- Sounding board members receive invitations to periodic/ regular meetings for PBOT presentations and discussions.
- Members may also receive topic interest surveys by email, snail mail, or text message.
- Could take variety of forms: modally-focused, cross-modal or some other form.
- No term limits or selection process.

Feedback

A majority shared the sentiment that the current modal committees already function similarly to a Sounding Board.

The participants were invited to identify potential benefits and trade-offs of this typology and suggest process improvement ideas. The participants identified that a benefit of the Sounding Board typology is that it provides a low-barrier entry point for project involvement. The participants identified many trade-offs with this typology, notably the lack of structure, ownership, and charge. A participant noted that this typology will likely have the same issues observed in the current structure.

For process improvement ideas, participants suggested that the Sounding Board typology could be a good addition to the current committee structure and could be improved through heavy facilitation, technical expertise, and staff specifying what feedback is needed or wanted. When asked how the structure would

advance the City's goals to improve equity in community engagement participants' comments varied. Participants shared that the low barrier may help to meet equity goals, however, it will require intentional and more explicit recruitment for an equitable outcome.

Typology 2: Complete Streets Committee

Description

- One committee that advises PBOT or City Council on projects and policies.
- Formal recruitment of membership with demographic and geographic diversity as well as people with range of experiences moving around Portland.
- Subcommittees may be developed for specific purposes serving PBOT's work.
- Term limits policy maintained, per City Council regulations.

Feedback

Most participants identified the Complete Streets Committee structure as an opportunity to include transit, accessibility and American Disabilities Act (ADA)-related topics, and other modes. The participants were invited to identify potential benefits and trade-offs of this typology and suggest process improvement ideas. The participants identified that a benefit of this typology is that this structure allows better communication between modes and can offer holistic, big-picture thinking.

The participants identified some trade-offs with this typology, notably that this structure could be difficult for staff to manage due to the group size and the volume of input. For process improvement ideas, the participants suggested that the Complete Streets Committee could include all transportation-related interests and be more effective if paired with sub-committees, intentional recruitment, and a clear framework for project presentation selections and desired feedback. When asked how the structure would advance the City's goals to improve equity in community engagement the participants shared that the structures offer a holistic view of transportation, with intentional recruitment and supportive onboarding, it could advance the City's equity goals.

Typology 3: Existing Structure + Plus

Description

Maintains current modal committee system, plus your ideas for how to make improvements for meaningful engagement and full range of perspectives, as described:

Meaningful engagement:

Modal Committee Evaluation Framework – Part 2

- Clarity of what issues go to committees, when in the process, and how the feedback will be used or considered.
- Includes means for bringing different modes together for more complex considerations and cross-mode understanding.
- Procedures for city staff to follow up with committees about how their feedback was considered and/or impacted changes.
- Elected official's equal periodic committee attendance.
- Consistent onboarding + readiness support.

Full range of perspectives:

- Increased diversity of committee members
- Modes and accessibility
- Experience or expertise
- Geography
- Demographics
- Meaningful inclusion
- In events that celebrate PBOT wins
- In participation
- Member retention within term limits

Feedback

Most participants find this typology the easiest to understand and implement and identified many process improvement opportunities.

The participants were invited to identify potential benefits and trade-offs of this typology and suggest process improvement ideas. The participants identified that a benefit of this typology is that this structure is familiar, easier to implement, and offers the opportunity to build expertise and more in-depth engagement. The participants identified some trade-offs with this typology, notably that this structure could still have similar issues with the current structure and may not nurture expertise in members.

For process improvement ideas, the participants suggested that the Existing + Plus structure could be more effective through incentives, subcommittees, intentional recruitment, consistent onboarding, and more extensive involvement between modal advisory groups and with established community groups. When asked how the structure would advance the City's goals to improve equity in community engagement, participants shared that the structure offers an opportunity to establish a more equitable process and include more diverse voices through subcommittees and intentional recruitment.

Typology 4: Your Structure Idea

Participants were invited to propose structure ideas. The most commonly suggested structures were to add additions like subcommittees or task forces in addition to an improved structure similar to the current one or to establish a decision-making body such as a Portland Streets Commission, which could be coupled with a Complete Streets Committee and sub-committees.

Participants identified that the benefits in adding additions (subcommittees or task forces) to an improved existing structure include advancing the City's goals such as Vision Zero, offering opportunities for youth involvement and subject matter expert involvement, and it could be easy to implement through existing templates, such as "In-Motion"-projects. Participants identified more staff support as a trade-off in adding additions to an improved existing structure. For process improvement, participants suggested that the structure could be more effective by following the modal hierarchy, developing a clear and standard process for project selection and report-back expectations, and through youth involvement.

Participants identified that the benefits of creating a Portland Streets Commission include a perceived accountability to public engagement. Participants identified misalignment with the City's plan as a trade-off to the proposed Portland Transportation Commission. Participants did not make any process improvement suggestions.

Emission Reduction

Participants were invited to suggest ways for PBOT to reduce carbon emissions in community engagement. Notable suggestions include encouraging remote and/or hybrid work, engagement, and meetings through incentives, promoting and enforcing modal hierarchy, incentivizing non-car transportation and educational outreach.

Additional Comments or Ideas

Participants were invited to provide additional comments or ideas. Common themes suggestions and feedback include requests for elected officials to attend the committee meetings consistently, equitable and consistent onboarding, intentional recruitment beyond standard outreach processes, diversifying perspectives, member training, and cross-pollination between subject matter experts and people with lived experiences.

A repeated theme is the question of charge and benefit of the committees, what feedback is needed/wanted by the City, how are the committees being used by the City, and how committee input/engagement differs from other types of engagements.

TRANSPORTATION JUSTICE FOCUS GROUPS

On November 9 and November 10, 2022, PBOT hosted two focus groups concentrating on Transportation Justice. Members or interested parties from established community groups with a focus or interest in transportation justice attended the meetings to gather transportation justice and equity-focused input and

feedback on the sets of alternatives. The majority of participants shared that challenges identified with the current structure are similar to challenges with other advisory bodies that they had been involved with and are mostly rooted in unclear charge and structure. Most of the participants found that process improvements such as clear definitions of the city's ask and of the structures, intentional equitable outreach efforts, and members' support and empowerment will be beneficial regardless of the typologies.

Summary of Feedback

The participants reviewed each suggested typology, discussed their experience in advisory groups, shared what went well and what didn't, and provided process improvement ideas with a focus on equity and transportation justice.

The participants commented on each proposed alternative, and a majority of typology-specific feedback echoed those received during the 10/25 workshop with current and past members of modal advisory committees. The participants made notable feedback on equity and process improvements, which are summarized and paraphrased below:

- The city should **structure advisory groups based on the City's goals and policies that support the opportunity for members to bring in a holistic perspective of their lived experiences to the conversations**. Through a foundation in City goals and policies, advisory group members (or members of the public) could feel supported and may minimize the perception of modal competition. It also gives City staff the space to push back when necessary, such as to distinguish between facts and opinions or push back on more contentious discussions that do not advance City goals.
- **Standard avenues of outreach are limited**. For more equitable outreach, accessible and more culturally specific engagement and promotion are needed, including culturally specific media or the exploration of informal networks as a means of connection.
- **Equitable engagement takes intentionality and exploring different options for incentives**. People can be encouraged to participate through fulfillment from seeing changes/impact of involvement. Positive experience with engagement, particularly if participants felt fulfilled and heard, could cause a ripple effect throughout their community, encouraging more participation. Fulfillment is important to participants who are volunteers. It is also important to note the **capacity difference between volunteers and paid participants** (such as participants who are paid to be there through their work).
- To **allow community or advisory groups to see a project through its completion**. Empowering community members or advisory groups to establish metrics of success or lead certain aspects of the projects.
- **Build relationships through consistency in support staff**, such as interpreters or translators. Allow support staff to be consistently involved and build institutional knowledge of the project, structure, and policies.

- **Educational campaigns to build the public's knowledge and understanding** of the structure, policies, and purposes can help with meaningful engagement. Empowering community leaders to share information and involving them in key conversations can also help with reaching a broader community.
- **Establish a clear ask when approaching the committees or advisory groups.** Clearly define what feedback the project or staff is seeking and what the feedback can or cannot influence. Unclear charges over time can create burnout. Ensure that the participants receive updates and feedback on how their participation impacts or influences the project.
- **Include broader road functions and users** (including, drivers, transit users, kids, seniors, people with disabilities, etc.) **and move away from a "mode"-based structure.** Separating modes can contribute to the perception of modal rivalry and can be ineffective in developing an inclusive and equitable conversation. Freight as an established Modal Committee group has been highlighted not a mode of transportation. Shifting to a "people"-focused and holistic perspective when structuring the advisory groups, such as people walking, driving, biking, and living with disabilities, can be helpful.

ALTERNATIVES DEVELOPMENT AND EVALUATION



Below are a range of small-, medium-, and large-scale alternatives to address the identified problem statement.



How might we create modal engagement that is meaningful to the participants as well as to the City and PBOT staff, while representing a full range of perspectives?

Some tradeoffs and benefits are provided for the alternatives. These potential changes were reviewed by two transportation justice stakeholder focus groups and one large workshop with the existing and former members of the three modal committees (Appendix 2). These feedback activities allowed the team to gather input on the tradeoffs associated with potential alternatives, brainstorm new alternatives, and prioritize the alternatives. From this feedback the team modified alternatives to create a range of packages for the Transportation Commissioner to review and make a final recommendation. Changes to term limits as outlined in the 2017 Advisory Boards and Commissions Policy (Resolution 37328) will not be modified.

The team identified several objectives to address the problem statement. Each objective is represented by an icon throughout the document (Table 1). *To review the objectives in greater detail, see Part 1.*

Table 1: Objectives





Icon	Objectives
	Clear guidance for the issues/projects shared with committees, as well as how committee feedback is collected and used.
	Create opportunities for different modes to communicate and problem solve for complex considerations and cross-modal understanding.





	Communication protocols to ensure that the committee understands how their feedback was considered in project outcomes and by elected officials.
	Increase the diversity and meaningful engagement of committee members.

Definitions of Operational Improvements

Table 2 summarizes how well each potential strategy could support PBOT in meeting the objectives, the level of effort needed to implement and maintain the alternative, as well as stakeholder support.

Table 2: Summary of Operational Improvements

		 Issues/ Projects	 Problem Solve	 Communication	 Diversity	Small Effort	Medium Effort	Large Effort
Recruitment								
1	Diversify Recruitment				X		X	
2	Community Education	X			X		X	
3	Website				X	X		
4	Stipends				X			X
Onboarding								
5	Buddy System	X	X			X		
6	New Cohort Tasks	X		X			X	
7	Member Interest and Skill Form	X				X		
8	Member Training			X	X		X	
9	PSU Transportation Course Sponsorship/Scholarship				X		X	
10	Staggering Terms	X	X			X		
Strategic Planning								
11	Strategic Plan and Plan Evaluation	X					X	
12	Defined Roles/ Responsibilities	X		X	X		X	
Interaction with the City								
13	City Responds to Letters		X			X		
14	Phased Project Briefings		X				X	
15	Presentation Feedback Document		X	X		X		
16	"Complete Streets" Update		X	X		X		
17	Presentation Materials	X	X			X		
18	Members Attend City Council Meetings			X		X		
19	City Liaisons Role Clarity	X		X		X		
20	Staff Resource Tips	X		X			X	

		 Issues/ Projects	 Problem Solve	 Communication	 Diversity	Small Effort	Medium Effort	Large Effort
Ongoing Development and Accountability								
21	Alumni Mentors		X		X		X	
22	Annual Survey	X	X	X	X	X		
23	Anonymous Members Feedback		X	X	X		X	
24	Accountability Audit	X		X			X	

Recruitment

These strategies would occur before a person becomes a committee member, including general community education about the committee structure.

1. Diversify Recruitment (medium effort)



Description: Utilize existing City protocols and programs to create a more diverse committee membership that reflects the residents of the City of Portland.¹ Will also include partnering and building relationships with culturally-specific groups to recruit and increase diverse candidates.

Tradeoffs: Existing committee standardization has guidelines for recruitment of members. This will need to be considered and incorporated with any modifications.

Benefits: A standard approach across the City creates consistency for public residents who volunteer and are interested in getting involved in City government; however, there needs to be flexibility to adjust the membership list if there is not representation of the committee to reflect the larger community. This effort will need to start with an agreed upon shared problem statement, and evaluation goals for what success looks like.

Staff/Stakeholder Comments: During the Fall 2022 workshop and Transportation Justice Focus Groups raised this as a high priority to ensure geographic, racial, and modal diversities. Multiple participants noted that this will require intentionality in the process.

2. Community Education (medium effort)



Description: An educational campaign to promote the existence of the advisory committees, allowing recruitment efforts to reach a broader community since many residents don't know about the committees. The campaign (either by committees and/or City) could explain the committee benefit to the individual and Portland's neighborhoods.

¹ <https://www.portlandoregon.gov/bhr/article/783177> and <https://www.portland.gov/officeofequity/racial-equity-plans> provide information on the City's current plans.



The educational campaign can be run by City staff and supported by committee members, which would allow committees to work on independent tasks related to the virtual, social media, and/or in-person campaign.

Tradeoffs: This will take time and coordination effort for City staff. Coordination could include multiple departments/bureaus including communications (Office of Civic Life, etc.). Paid advertisements can be expensive. Timing would need to make sense to a clear call of action, such as open membership positions.

Benefits: It will help the public form a better understanding of the purpose and functions of the modal committees and allow for more in-depth engagement efforts, as well as highlight the benefit of becoming a member of the committees. Could be combined with other City outreach activities.

Staff/Stakeholder Comments: During the Fall 2022 workshop, a community educational campaign was suggested in the space provided for additional comments/ideas.

3. Website (small effort)



Description: Regular and on-going website updates, including operating protocols, charge, and other structural details. Could create a log-in required section of the website for current committee members to communicate, track documents, and communicate with the City.

Tradeoffs: Additional staff time and budget to develop website platform, perform page updates including development of content.

Benefits: Increase transparency of the committee structure through a City hosted website. Would allow members and community members to understand what the committee does, how they influence and advice the City, as well as track current letters, projects, and other activities that come before the committee.

4. Stipends (large effort)



Description: Work with the Office of Community and Civic Life to move forward with their stipend program of up to \$500 of compensation for transportation, food, childcare and “gifts” as described in their toolkit: <https://www.portland.gov/civic/advisorygroups/stipends>

Tradeoffs: Potential delay in implementation to be consistent with the Office of Community and Civic Life. Increased cost for stipends, as well as staff time to administer the program.

Benefits: Serving on an advisory body can take up a significant amount of members’ time and can require travel or other associated expenses. These demands can create a burden on members and can even create a barrier to participation for current or potential members from marginalized communities. Offering stipends to advisory body members values the time of

volunteers and is one of many ways that the City of Portland is working to ensure equity and diversity in our processes and outcomes.

Staff/Stakeholders Comments: During the Fall 2022 workshop and Transportation Justice Focus Group, this was raised by many as a high priority and was suggested numerous times.

Onboarding

These alternatives would take place during the initial period when a member is getting to know their role and responsibilities, as well as starting to serve on regular meetings.

5. Buddy System (small effort)



Description: New members would be paired with an existing member who can provide advice and support for the first six months to one year.



Tradeoffs: Additional time commitment for committee members through additional meetings or one-on-one communication. Additional “buddy” training and guidance would be needed.

Benefits: Support for new members to get quickly up to speed on the committee procedures and to help them feel part of the larger group. Would aid in retention of diverse voices.

Staff/Stakeholders Comments: During the Fall 2022 workshop, this was proposed by a participant.

6. New Cohort Tasks (medium effort)



Description: Independent tasks for cohorts of new members to complete within a set timeframe to aid to the Strategic Plan and Plan Evaluation (Alternative 11) and/or to provide some meaningful traction on existing or new tasks.



Tradeoffs: Would require that the annual planning process indicates tasks for new members. May require additional staff time by the modal liaisons.

Benefits: Could help the new committee members immediately work on a specific task and see traction on that topic (as well as the benefits outlined in Alternative 11).

Pairing: 11. Strategic Plan and Plan Evaluation

7. Member Interest and Skill Form (small effort)



Description: New members to submit a resume/interest form that lists their skills, interests, areas of focus or expertise and any other information that could pertain to their services as a committee member. Returning members could update each term (as needed).

Tradeoffs: Additional time commitment for committee members through an annual process or additional time during the application process, which may increase barriers to diverse recruitment efforts.

Benefits: Would allow members to learn about their fellow members interest and knowledge; as well as City staff who are presenting to the committees, thus providing a more tailored presentation based on existing knowledge and interest. Would also clarify which groups each member are connected with in an effort to share project information to or seek input from.

Pairing: 3. Website; 6. New Cohort Tasks; and 20. Staff Resource Tips

8. Member Training (medium effort)



Description: Provide additional onboarding training beyond the required ethics and regulatory requirements currently in place. Additional training could be focused on topics that are regularly part of the presentations given to the committees such as planning 101, common terms/acronyms, etc. The training could be optional or mandatory, as well as in-person or through asynchronous learning opportunities.

Tradeoffs: Additional staff time to design and develop trainings based on current and past committee member input. If required, these additional trainings would increase the hours volunteered by members.

Benefits: Having a baseline of knowledge will allow members to provide more meaningful input for the City staff and to feel more confident when hearing technical terms. Materials developed for Alternative 2 could be used for this alternative to reduce the level of effort.

Staff/Stakeholder Comments: During the Fall 2022 workshop, this was raised by the participants as a high priority.

Pairing: 2. Community Education; 9. PSU Transportation Course Sponsorship/Scholarship

9. PSU Transportation Course Sponsorship/Scholarship (medium effort)



Description: Scholarships or training opportunities for committee members to take PSU's Portland Traffic and Transportation Class, paid for by the City. This provides the City an opportunity to empower historically marginalized communities.

Tradeoffs: This would require additional time, budget and effort for City staff to connect with and administer the program.

Benefits: Partnering with PSU or providing scholarships for committee members to take the PSU Traffic and Transportation Class provides opportunities for committee members to build subject matter expertise, build institutional knowledge and it is an opportunity for the City to elevate and empower historically marginalized communities.

Staff/Stakeholders Comments: During the Fall 2022 workshop, participants suggested this idea, indicating that this would minimize the perception of unequal knowledge.

Pairing: 2. Community Education; 8. Member Training

10. Staggering Terms (small effort)



Description: Members serve the same length of time (i.e. four years), but with the terms beginning and ending on different years.



Tradeoffs: With fewer open positions within a given year, there may be less opportunity to diversify membership.

Benefits: This format allows for stability and continuity within the committee since it can be disruptive introduce new members at the same time. Allows for institutional memory to be preserved or transferred.

Strategic Planning

Activities that help the committee(s) create a vision for the future and align with the City's goals and objectives. These alternatives would create a path forward for the committee's working time.

11. Strategic Plan and Plan Evaluation (medium effort)



Description: Create an opportunity for committee members to develop goals that they would like to accomplish, in line with the group's charter and charge. The Plan can be developed over several years. The Plan can also be used as a guide for evaluation to understand how the committee did, what goals were met, where things could be improved, etc. The plan could hold institutional and historical knowledge and be updated by each cohort of committee.

Tradeoffs: This will take additional staff and volunteer time and may be a barrier for members who are new to planning or to serving on committees. The charter and charge may not be clearly defined, which would require extra time to work through with City staff and elected officials.

Benefits: Creates a framework for the committee to advance their charter and charge. Helps increase transparency in the committee's operations and helps make a compelling argument for why new members would want to join, and what their tasks will include. It will also provide the committee an opportunity to adjust their approach to address problems or identify areas for improvement. The document will also serve as a resource for members to better understand the structure as it will collect institutional knowledge over time.

12. Defined Roles/Responsibilities (medium effort)



Description: The committees would develop clear roles (the purpose of the committee to the City) and responsibilities (the tasks and duties of the committee) to further the group's charter, Strategic Plan and Plan Evaluation (Alternative 11). The City will provide clarification on how the committees are utilized compared to specific project groups. The project groups will be specific about the areas for feedback and impact.

Tradeoffs: This will take additional volunteer time and may be a barrier for members. The charter and charge may not be clearly defined, which would require extra time to work through with City staff and elected officials.

Benefits: Having clear expectations of the amount of time, responsibilities and commitments for committee members will bring them clarity as well as for City staff who are seeking input from the committee. Increased transparency and clarity around the role of the committee and how the presentations that come before the group can influence the projects or policies. Clear expectations for City staff on when to present to committees.

Staff/Stakeholder Comments: During the Fall 2022 workshop and Transportation Justice Focus Group, this was raised as an area of high priority. Participants asked for clarification surrounding how engagement of modal committee differs from project-based outreach.

Pairing: 20. Staff Resource Tips.

Interaction with the City

When and how do committee members connect and influence City staff and elected officials.

13. City Responds to Letters (small effort)



Description: Modal committee liaisons will work with recipients to respond and ensure that all letters addressed to PBOT will receive a response.

Tradeoffs: Additional staff time to draft a response to the committee and ensure it's delivered.

Benefits: Increased responsiveness, transparency, trust, and dialogue between the committee and elected officials. The responses should contain how the feedback in the letter was/will be used, what decisions were influenced by the letter, and any feedback or additional information needed from the committee. Will validate the committee's sense of influence and therefore help members feel like they are meeting their charge.

Staff/Stakeholders Comments: During the Summer 2022 Stakeholder Interviews, this was raised as a high priority.

14. Phased Project Briefings (small effort)



Description: City staff presenting to the committee will present at multiple phases of the project and/or at key points.

Tradeoffs: Project staff may not be able to present multiple times due to limited time on the agenda. Additional staff time to attend meetings. Projects may have their own committee or group that is providing input to the project, as well as other public outreach activities.

Benefits: Members will be kept up to date on the project progress, will be able to see how their input was incorporated and will feel more involved. Members may be able to provide updates and have dialogue with the communities they represent and the project staffers.

Staff/Stakeholders Comments: During the Fall 2022 workshop, this was raised as a high priority. Participants suggested for projects to engage early and report back at different phases.

15. Presentation Feedback Document (small effort)



Description: City staff would share the type or level of feedback they're looking for prior to presenting to the committees and commit to providing adequate time for input needed. After the presentation, modal committee liaisons would create a short document or email that summarizes 'themes' of the committees' feedback. This could be incorporated as part of the process for staff when presenting to committees (Alternative 20. Staff Resource Tips).

Tradeoffs: Additional staff time to develop this document and potentially to attend multiple meetings to hear from the different committees (if they are meeting separately). Would require more effort to prepare information before and after the presentation.

Benefits: Themes such as "accessibility", "equity", "lived experience" could be explicitly raised by staff and then committee members know what level of detail to provide. Increased transparency for both staff and committee members so that they can see their comments reflected and considered in a thoughtful way.

Staff/Stakeholders Comments: During the Fall 2022 workshop and Transportation Justice Focus Group, this was raised as a high priority.

Pairing: 20. Staff Resource Tips

16. "Complete Streets" Update (small effort)



Description: Liaisons would work together with Presenters to provide regular updates on the impact of the committee members' feedback and the outcomes of projects or policies presented to the committee. This would provide all committees with a regular update on the implications of projects from a holistic perspective. This could be supported by project staff.

Tradeoffs: There could be competing and conflicting perspectives may take extra staff coordination to mediate and document.

Benefits: Increase transparency and reduce feelings of unequal influence between committees. Encourage committees to work together or develop a sense of shared goals.

Staff/Stakeholders Comments: During the Fall 2022 workshop, this was raised as a high priority. Participants suggested that it could help reduce the silo effect of the current structure.

17. Presentation Materials (small effort)



Description: When project staff request to get on a committee's agenda, they will be required to provide project materials in advance of the presentation, as well as the specific questions, themes, or other feedback they are asking the committee to answer. Could include the option for members to provide comments and questions before the meeting, so that staff can bring prepared answers to the meeting.

Tradeoffs: Additional staff time to develop the questions or themes that they would like to gather from the committees and a less flexible deadline for development of presentation materials. Staff may also need to attend multiple meetings to hear from the different modes (if they are meeting separately).

Benefits: Increased transparency and clarity around the "ask" that City staff are making of the committee members. Allows the members to review materials before the meeting to ask better informed questions and provide more fruitful comments.

Staff/Stakeholders Comments: During the Fall 2022 workshop, this was raised as a high priority.

Pairing: 20. Staff Resource Tips

18. Members Attend City Council Meetings (medium effort)



Description: Have committee members participate at existing elected official meetings, such as Portland City Council or similar meetings. This participation could be on a regular or infrequent (quarterly, project specific, etc.) basis.

Tradeoffs: Additional time for members to attend meetings and report back to the larger committee (which requires additional meeting time, therefore limiting the amount of meeting time that can be devoted to presentations). May include additional City staff time to coordinate these meetings and continue dialogue between elected officials and the committee member representatives. There will need to be clarity around the committee member representative and their role in attending City Council or other outside meetings, with a clear ask of them and how much time they will have to speak.

Benefits: Increased transparency for City staff and elected officials, as well as a chance for members to increase their opportunity for dialogue and influence. Members can show support

for certain budget discussions with the City Council, which will continue the existing benefit that the committees provide for funding needs.

Staff/Stakeholders Comments: During the Fall 2022 Transportation Justice Focus Group, this was raised as an area where more engagement is needed, participants suggested that the meetings need to be more accessible. Participants in the Fall 2022 workshop suggested for City Commissioners to attend committee meetings routinely (reversed from this alternative).

19. City Liaisons Role Clarity (medium effort)



Description: Clearly defined expectations and responsibilities of City Liaison, including information regarding their position within the agency and what they can/cannot help with. This would include how City staff should work with the liaison; what is the role of the Liaison in committee meetings; when the liaison must be informed, what is appropriate for the liaison to ask, gather, or share with City staff outside of committee meetings; and what a reasonable amount of support can be provided to committee members outside of meetings.

Develop clarity within the City about how the committees are utilized compared to specific project groups or committees. One suggestion is to respect the committee's limited time by only allowing presentations from projects without their own committee or projects with a committee when there is a major piece of feedback needed. The project team should not come to inform the committee and use up valuable meeting time for "informing" the group.

Tradeoffs: Additional staff time to develop roles and responsibilities that can be shared with City staff, elected officials, and committee members.

Benefits: By creating clarity around the liaison position, members will understand what help they can expect, the level of support time available each month, and what the liaison cannot provide. This clarity will also extend to other City staff so that they know the role of the liaison, what help that can seek from them, what information they can share back to the committees through the liaison, etc.

Increased transparency and clarity around the role of the committee and how the presentations that come before the group can influence the projects or policies. Allows for finetuning the most appropriate presentations to be brought to the group to facilitate meaningful engagement and conversation, instead of perfunctory report-outs. Clear expectations for City staff on when to present to committees.

Staff/Stakeholder Comments: During the Fall 2022 workshop and Transportation Justice Focus Group, this was raised as an area of high priority. Participants asked for clarification surrounding how engagement of modal committee differs from project-based outreach.

20. Staff Resource Tips (medium effort)



Description: Develop tips for City staff on how to work with and present to the various committees, including how to develop prompting questions to solicit feedback, the most meaningful time to solicit input, and how to request members gather feedback from their community/organization. Could provide further clarity about if a project or policy should come before the committee and who makes that decision.

Tradeoffs: Additional staff time to develop a guide/one-page of tips, including agreeing upon a standard set of questions for staff to consider before attending a committee meeting. Time needed for discussion and agreement within City management about the role of the Liaison, what are appropriate items for the committees to consider within their charge/role, and other decision points. Will require periodic update to ensure effectiveness, based on feedback from committee members.

Benefits: Increased transparency and clarity around the role of the committee and how the presentations that come before the group can influence the projects or policies. Better questions posed to the group, timing that aligns with decision making and allows for the committees to influence the decisions, and greater opportunities to extend the conversation to the community/organization they represent. May reduce City staff confusion about when and how to connect with committees and should result in a more consistent approach across the City's projects.

Ongoing Development and Accountability

Actions that continually refine and improve the committee structure.

21. Alumni Mentors (medium effort)



Description: Allowing past members/alumni who wish to stay engaged to participate as 'mentors' or as 'advisors' to the current committee members. Would require ground rules and expectation setting for both mentors and current members to ensure that the appointed members' roles are respected and maintained. Mentors could help with other onboarding tasks and/or be available to current members as technical advisors or subject matter experts as needed throughout the year.

Tradeoffs: May continue to perpetuate existing equity issues if mentors are volunteering time. If mentors are paid to reduce this issue, then length of mentorship term should be considered. May not be as necessary with other alternatives in place to support onboarding.

Benefits: Many past and existing members mentioned that institutional knowledge is/was an important component of the committee structure, however implementing required term limits, while impactful to diversification of membership, has/ will result in participants' institutional

knowledge lost. Creating a mentor system could allow for current members to learn about structural issues and considerations both within the committee and the City.

Pairing: 6. New Cohort Tasks and 8. Member Training.

22. Annual Survey (small effort)



Description: An annual survey would allow City staff and liaisons to understand what is working well and what is not working for the committee members.



Tradeoffs: Administered by City staff, this survey would require additional time and effort to run and analyze the results, as well as present back to the group.



Benefits: The annual survey could ask similar questions each year to try to establish a baseline for the committees that could be evaluated overtime.



23. Anonymous Members Feedback (medium effort)



Description: An on-going anonymous portal for committee members to submit feedback which could be reviewed by elected officials and City staff on a regular basis. Would require a regular report back to the group to ensure transparency and accountability of feedback. Could replace 22. Annual Survey (and the currently administered exit interviews).



Tradeoffs: Administered by City staff, this portal would require additional time and effort to run and analyze the results, as well as present back to the group. Anonymous feedback does not allow for issues to be resolved at the lowest level possible and lacks accountability.



Benefits: Providing an anonymous option would allow committee members to provide honest feedback of the process, their peers, and the City. This may help with diversity initiatives to ensure that all members have paths to express concerns, report incidents, and hold the group accountable to their charge.

Pairing: 24. Accountability Audit

24. Accountability Audit (medium effort)



Description: Third-party observer, auditor or "ombudsman"-style observer can be utilized on a regular basis to encourage accountability and provide a neutral review of the groups structure, meeting processes, onboarding practices, etc. Could build off of the alternatives listed above and allow for regular reviews to see if the process changes made are resulting in the desired problem solving. The auditor should report the findings back to the group.



Tradeoffs: Would require additional time, budget and effort for City staff to connect with and administer the program.

Modal Committee Evaluation Framework – Part 2

Benefits: Having an external review of the committee could allow for members to provide honest feedback of the process, their peers, and the City, as well as allowing City staff and elected officials to provide feedback.

Staff/Stakeholders Comments: During the Fall 2022 workshop and Transportation Justice Focus Group, participants indicated that they like a “Complete Streets committee + plus”- structure where an Complete Streets Committee is accompanied by subcommittees that could be geographically-focused.