



MEMORANDUM

TO: TPB Technical Committee
FROM: Bryan Hayes, TPB Transportation Planner
SUBJECT: Updating the CAC – Recommendation on restructure
DATE: November 6, 2020

This memo provides additional background on the regional recommendation to change the membership structure of the CAC from an equal number of members for each state to a committee whose members are first chosen by state, with additional members being selected to reflect the perspective of the TPB's subregions and to ensure diversity on the committee. This recommendation has been updated in response to concerns shared by core jurisdictions.

UPDATING THE CAC

An October 15 memo to the TPB, attached, states that the goals of the recommendations for updating the CAC are to: 1) ensure that committee members represent the variety of jurisdictions and communities in the National Capital Region, 2) strengthen the relationship between elected officials on the board and the committee, and 3) modernize operating procedures and member expectations.

That memo also outlines eight recommendations for updating the CAC, which include changing the committee name; updating the mission; increasing the term length and meeting schedule; clarifying member expectations; providing more training; making meetings more accessible; **updating committee structure**; and updating member selection.

The recommendation about updating the committee structure is covered in depth in this memo.

HISTORIC MEMBER STRUCTURE

The CAC Operating Procedures, approved by the TPB as part of the 2007 and 2014 Participation Plan, detail how applicants are selected to serve on the CAC. The current CAC votes on two members from each state, a total of six members. The incoming TPB officers then select an additional three members for each state, a total of nine members. Historically, the CAC has had 15 members. TPB officers can appoint up to three alternates for each state to serve on the committee.

Selecting members by state ensured that each of the three states had equal representation on the committee. Between 2015 and 2019, 25 members were appointed for each the District of Columbia, Virginia, and Maryland.

Table 1 - CAC Members by State¹

State	Total	2019	2018	2017	2016	2015
DC	25	5	5	5	5	5
MD	25	5	5	5	5	5
VA	25	5	5	5	5	5

When looking at committee membership by TPB member jurisdiction, the committee is less representative of the region. There are 23 TPB member jurisdictions. Ten of those jurisdictions did not have any residents appointed to the committee between 2015 and 2019, and another ten jurisdictions had between one and six appointments each. Three jurisdictions had the bulk of CAC members. Montgomery County had 11 appointments, Fairfax County had 13 appointments, and the District of Columbia had 25 appointments.

Table 2 - CAC Members by TPB Member Jurisdiction

State	Jurisdiction	Total	2019	2018	2017	2016	2015
DC	District of Columbia	25	5	5	5	5	5
	Charles County	1					1
	Frederick County	1	1				
	Montgomery County	11	2	2	3	3	1
	Prince George's County	6	1	1	1	1	2
	City of Bowie	0					
MD	City of College Park	0					
	City of Frederick	1		1			
	City of Gaithersburg	0					
	City of Greenbelt	0					
	City of Laurel	0					
	City of Rockville	5	1	1	1	1	1
	City of Takoma Park	0					
	Arlington County	2	1		1		
	Fairfax County	13	2	4	2	3	2
	Loudoun County	5	1	1	1	1	1
	Prince William County	1	1				
VA	City of Alexandria	2			1		1
	City of Fairfax	2				1	1
	City of Falls Church	0					
	City of Manassas	0					
	City of Manassas Park	0					
	Fauquier County (urbanized areas)	0					

¹ This data does not include alternates.

When staff annually initiates the call for CAC applications, staff presents this material and requests that Board and Technical Committee members assist in soliciting applicants. Historically, there has been a correlation between the jurisdiction of the TPB officers and the members that they appoint. In the District, this manifests as a preference for members that live in the ward that the councilmember represents. In Maryland and in Virginia, this means that membership on the committee shifts across the region based on the jurisdictions that the officers represent.

For example, the CAC members representing Prince William County, Arlington County, and Alexandria were all appointed by TPB officers representing those jurisdictions. The longtime member from the City of Rockville was appointed by the mayor of the city when she served as a TPB officer. Similarly, the representatives from Frederick County and the City of Frederick were appointed by the current TPB chair, an alderman for the City of Frederick.

There are exceptions. Members appointed from Charles County and the Cities of Falls Church and Fairfax do not correlate with TPB officers.

ALTERNATIVES FOR MEMBER STRUCTURE

Staff considered several alternatives for structuring the CAC. These alternatives have pros and cons. When making their recommendation, staff drew upon the historic membership data for 2015 to 2019 and the goal to ensure that committee members represent the variety of jurisdictions and communities in the National Capital Region.

The following alternatives for member structure were considered by staff.

Table 3 - Alternative Committee Structures

	By State	By TPB Subregion²	By Member Jurisdiction
Details	CAC members are divided evenly by state.	CAC members are divided by TPB subregion. Seats are held for at-large members ensure diversity. 21 total members.	CAC members are selected one per member jurisdiction. 23 members.
Pros	Continuity with past committees. Balance between the three states.	Broader representation from TPB member jurisdictions. Flexibility to add members for	All member jurisdictions are represented.

² The three TPB subregions are defined as follows:

- *Core*; D.C., Arlington Co., and Alexandria
- *Inner Suburbs*: Fairfax Co, Montgomery Co., Prince George’s Co., Bowie, College Park, Falls Church, City of Fairfax, Gaithersburg, City of Laurel, Rockville, Takoma Park
- *Outer Suburbs*: Charles Co., Fauquier Co. (urbanized area), Frederick Co., Loudoun Co., Prince William Co., City of Frederick, Manassas, Manassas Park

	By State	By TPB Subregion ²	By Member Jurisdiction
		balance and diversity.	
Cons	Some jurisdictions are overrepresented in this approach, while others are underrepresented.	Jurisdictions with larger representation may see reduction in number of representatives on the committee.	Prioritizing representation by member jurisdiction may result in less diverse committee.
Considerations	Prioritizes state of residence over modal preference, travel patterns, or member jurisdiction. This alternative is also responsive to TPB officer preference when appointing members.	Transportation experiences in the region correlate more to subregion than they do state.	Board members from each jurisdiction would be called upon to select appointment for their area, resulting in a longer process.

Following discussions with the core jurisdictions, TPB staff are also considering a fourth alternative. This hybrid option builds upon the current approach. It starts by selecting five committee members from each of the states. In addition to those fifteen members, nine additional members will be selected. These additional members will be selected to incorporate the perspective of communities in TPB member jurisdictions in the TPB subregions.

The advantage of this hybrid approach is that it builds upon the current committee structure, starting with the state perspective, by adding more perspectives from across the region.

RECOMMENDATION

Reviewing the alternatives, staff decided that the hybrid alternative, which structures committee membership first by state, with additional members selected to reflect diverse regional perspectives, provides the most opportunity to select an advisory committee that best represents the diversity of the Washington region. In addition to the fifteen members selected by state, this hybrid approach adds nine new members who can share perspectives from more TPB member jurisdictions than the current model. The additional positions also provide an opportunity to ensure that the committee reflects the region's racial and ethnic diversity as well as different perspectives from people with different ages and experiences getting around the region.

The main factor in making this decision is TPB data showing that the transportation experiences of the region's residents correlates more to their proximity to the regional core than it does to a person's state of residence. Staff feel that combining appointments from the three states and the TPB subregions will maximize and balance the transportation perspectives shared by committee members and the feedback it provides to the board.

Selecting additional CAC members based on subregion also provides an opportunity to correct for the over representation that exists in the current model. Prioritizing TPB subregion and member

jurisdiction in CAC selection, staff can work with the TPB officers to ensure that more TPB member jurisdictions have a voice at the CAC over time. While these three jurisdictions will likely see a decrease in number of members overall, they will likely continue to have the most members on the committee year to year.

This additional focus on TPB subregions also helps to ensure more representation from TPB member jurisdictions. For example, when selecting seats for the core jurisdictions, staff and the TPB officers will draw upon applications just from Arlington County, the City of Alexandria, and the District of Columbia. Over time, this approach should result in more consistent representation from Arlington and Alexandria. Similarly, this approach will ensure that there is regular representation from the outer jurisdictions, who are traditionally underrepresented on the committee.

How does this recommendation work?

In practice, the recommendation to structure CAC member selection around TPB subregion starts the same way as past committees. TPB staff will announce an open application period and work with TPB members, Technical Committee members, and others to raise awareness about the committee and solicit applications. Staff will also conduct outreach, including seeking applications from individuals in communities not typically involved in the TPB process.

Once the application period ends, staff will use selection criteria (see the next section) to identify applicants who might be a good fit for the committee. Staff will then prepare a recommendation to the TPB officers. To develop this recommendation, staff will start by selecting five committee members from the District of Columbia, Maryland, and Virginia.

Once fifteen members have been selected based on the three states, staff will call upon the selection criteria to bring balance to the committee by selecting nine additional members. In some instances, this might mean selecting a qualified applicant to represent a member jurisdiction that has not had a committee member recently. It may mean selecting a member or members to ensure that the committee reflects the region's racial and ethnic diversity. It could also mean selecting members to represent an age group, travel mode, or another perspective that isn't represented by the other members.

Staff will then share their recommendations with incoming TPB officers. The officers will review the recommended nominations and all completed applications, which they can endorse or edit. The officers will share their nominations with the board who will vote on the appointments at the January TPB meeting.

While TPB member states and subregions will inform the selection, they will not be used in grouping the committee during discussions once appointed. Committee members will be referred to only by their name and TPB member jurisdiction.

SELECTION CRITERIA

The selection criteria will be designed to select members to represent the TPB subregions and as many member jurisdictions as possible. They will also seek to balance racial and ethnic diversity and a variety of transportation perspectives. Possible criteria include:

- **TPB member jurisdiction** – when deciding between two similarly qualified applicants, priority may be given to the person who lives in a member jurisdiction that has not recently been represented on the committee.
- **Past CAC service** – priority may be given to members in good standing.
- **Completion of the Community Leadership Institute** – priority may be given to applicants who have completed CLI.
- **Service on another transportation advisory committee** – priority may be given to applicants who have served on local advisory committees
- Lives in an **Equity Emphasis Area**
- **Demographics**

CONCLUSION

The staff recommendation to restructure the CAC to on a hybrid approach that starts with state of residence and adds the perspective of the TPB subregions will result in a broader representation of TPB member jurisdictions on the committee than currently exists. As in the past, staff is relying on members to help recruit an expansive range of applicants. The addition of at-large seats provides TPB staff and officers an opportunity to balance the committee by including different perspectives and ensuring racial and ethnic diversity.



MEMORANDUM

TO: Transportation Planning Board
FROM: Bryan Hayes, TPB Transportation Planner
SUBJECT: Recommendations for updating the Citizens Advisory Committee and committee operating procedures
DATE: October 15, 2020

This memo describes recommendations for updating the TPB's Citizens Advisory Committee, or CAC. The committee was established by the TPB in 1992 and its current structure was formalized by board resolution in 1999.

The recommendations include changing the committee name; updating the mission; making meetings more accessible; increasing the term length and meeting schedule; providing more training; clarifying member expectations; updating committee structure; and updating member selection. These recommendations reflect input received from the CAC at their September meeting and the State Technical Working Group, Technical Committee, and Streeting Committee at their October meetings. The board will be asked to approve a final set of recommendations at the November TPB meeting.

Recruitment for the 2021 CAC is expected to start the week of October 19. Members of the Technical Committee and Transportation Planning Board will be called upon to raise awareness about the application process in their jurisdictions and identify possible candidates from their planning areas. Recruitment will occur concurrent with the update so the new CAC can begin its work in January 2021.

UPDATING THE COMMITTEE

When the current structure of the Citizens Advisory Committee was formalized by board resolution in 1999, the committee served as the primary focus of TPB public engagement efforts. In the following 21 years, the TPB has expanded the scope of its public engagement and refined the role of advisory committees in its process. While there have been small operational changes to the committee during that time, there have been no significant updates to committee structure or operations.

Now is a good time to update the CAC. Staff are completing an update to the TPB Participation Plan, which is expected to be approved by the board in October 2020. The updated Participation Plan provides policy guidance for staff interactions with the public and the role of advisory committees in the TPB's process. The role of the CAC was also a subject of a consultant-led evaluation of TPB participation activities that was conducted in 2019. One of the recommendations from that evaluation – supported by committee members and staff – was to update the CAC to clarify member roles and committee purpose at the TPB.

RECOMMENDATIONS

The following recommendations draw from discussion with current and past CAC members, discussion from the consultant-led evaluation of participation activities, and the 2020 TPB Participation Plan update.

The goals of these recommendations are to: ensure that committee members represent the variety of jurisdictions and communities in the National Capital Region, strengthen the relationship between elected officials on the board and the committee, and modernize operating procedures and member expectations.

Change committee name

Staff recommend marking a new era for the advisory committee by updating its name. The new name should be inclusive of members and communicate who sits on the committee. Names that were considered include: Public Advisory Committee (PAC), Resident Advisory Committee (RAC), and Community Advisory Committee (CAC). Community Advisory Committee received the most positive feedback.

Update the mission

At the July 2020 TPB meeting, the board renewed and clarified its commitment to equity. Staff recommend that the mission should be updated to reflect this commitment to equity. The recommended addition to the mission is bold in the text below.

The CAC's mission is:

- *to promote public involvement in transportation planning for the National Capital Region;*
- ***to advance equitable representation in regional transportation planning;***
- *and to provide independent, region-oriented **community** advice to the TPB on transportation plans, programs, and issues in the region, including responding to requests from the TPB for comment on specific issues or subject matters.*

Make meetings more accessible

Historically, committee meetings were only held in-person at a COG meeting room. Due to the TPB's large geographic planning area, this makes it difficult and time consuming for members who live in the outer jurisdictions to participate in committee meetings. Staff recommend making meetings more accessible by hosting a mix of in-person and online meetings. In-person meetings are preferred because they create more comradery and robust discussion, but there is also a benefit to hosting meetings online, from time-to-time, to increase participation.

Increase term-length and meeting schedule

The current term for CAC members is one-year. Based on input from current and past committee members, staff recommend extending the term-length to two-years. This will allow the committee to track TPB work over multiple years. It will also help smooth the learning-curve for new members.

Staff recommend that the committee meet 21 times during the two-year term. In the first year, the committee will meet ten times (February, March, April, May, June, July, September, October, November, and December). During the second year, the committee will also meet in January.

Provide more training

Members report that it can take a year or more before they confidently understand TPB process. To help get new members up to speed, staff recommend providing more training between the time members are selected and start their first meeting. This training should cover topics including: Metropolitan Planning Organizations, the TPB and its role in the region, past committee accomplishments, understanding their role as a committee member, and how to get their communities involved.

Clarify member expectations

Starting in 2020, CAC members were asked to agree to a list of participation expectations for being a member on the committee. These expectations covered behavior and attendance. Staff recommend further clarifying and adding to these expectations so that members understand what is expected from them. This would include expectations around attendance and behavior, but also provide more clarity around what it means to be a CAC member, and who CAC members represent.

Staff are also considering making it a requirement that CAC members work with TPB staff to prepare a briefing for the committee once during their term about the transportation issues that are important to their community. Staff could facilitate a discussion between Technical Committee and board members with the CAC member, and then assist summarizing remarks to share with the CAC.

Update committee structure

Currently, the 15 members of the committee are equally distributed, based on state-level jurisdictions, among the District of Columbia, Maryland, and Virginia. For each of the three states, two committee members (a total of 6) are selected by the current committee, and three members (a total of 9) are nominated by the incoming TPB officers. An additional 3 members from each jurisdiction (9 in total) are nominated as alternates by the TPB officers. The TPB votes to approve the entire slate of members and alternates.

Staff recommends increasing the total number of members and treating all participants as members. Specifically, staff recommends having a total of 21 members. Instead of allocations by state, staff recommend distributing the membership based on the TPB's three subregional geographies: core, inner suburbs, and outer suburbs.¹ Years of TPB survey data show that the transportation experiences of the region's residents correlate more to their proximity to the regional core than they do to a person's state of residence. These experiences include people's mobility and accessibility needs, modal experiences, priorities for alternative mobility, and accessibility strategies. Shifting to appointments by TPB subregion will maximize and balance the transportation perspectives shared by committee members and the feedback it provides to the board.

To ensure that the committee represents the diversity of the region, staff are considering setting aside seats to function as "at-large" appointments. In addition to making sure that these appointments help the committee maintain its racial and ethnic diversity, they also can be used to represent different modal priorities, jurisdictions, and perspectives.

¹ The three TPB subregions are defined as follows:

- *Core*: D.C., Arlington Co., and Alexandria
- *Inner Suburbs*: Fairfax Co, Montgomery Co., Prince George's Co., Bowie, College Park, Falls Church, City of Fairfax, Gaithersburg, City of Laurel, Rockville, Takoma Park
- *Outer Suburbs*: Charles Co., Fauquier Co. (urbanized area), Frederick Co., Loudoun Co., Prince William Co., City of Frederick, Manassas, Manassas Park

Update member selection

Historically, the incoming TPB officers review all completed applications and select CAC members for their state. Staff recommend updating this process to include more staff involvement and selection criteria, like the process used in selecting projects for the TLC and TAP programs. Staff will solicit applications in the fall before a new term starts. Once the incoming TPB officers have been appointed, staff will share all completed applications with the officers. Additionally, staff will recommend committee membership based on selection criteria. The officers will be asked to make nominations to the board at the January TPB meeting. These nominations can include changes to staff recommendations. The board will vote to approve nominations at the January meeting and the new committee will begin in February.

The selection criteria will be designed to select members to represent the TPB subregions and as many member jurisdictions as possible. They will also seek to balance racial and ethnic diversity and a variety of transportation perspectives. Possible criteria include: TPB member jurisdiction, service on CAC, familiarity with transportation planning, demographics, and community leadership experience.

PROPOSED UPDATE TO CAC OPERATING PROCEDURES

The following proposed operating procedures update the procedures detailed in the 2014 Participation Plan. These proposed procedures reflect the recommendations made above.

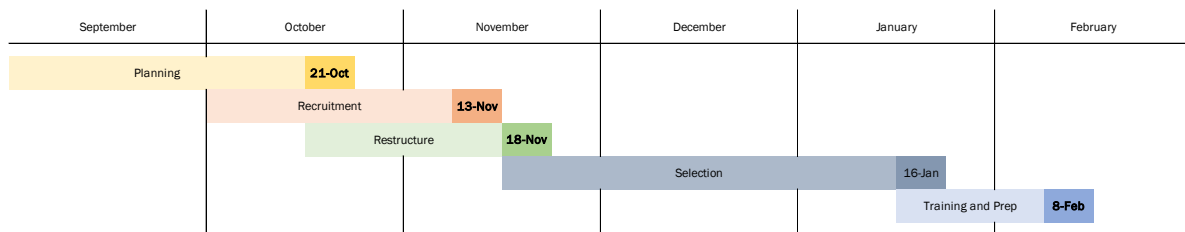
Draft CAC Operating Procedures

The Community Advisory Committee (CAC) shall have 21 members approved by the TPB. Membership appointments shall be recommended to the TPB as follows:

- A two-year term of membership in the CAC will begin in February and end in December of the following calendar year. During a term the committee will meet 21 times – every month except August.
- Staff shall solicit applications in October and November and present the completed applications to the incoming TPB officers after their appointment in December. Staff will make recommendations for committee membership to the TPB officers who will formally nominate committee membership for approval by the board at the January TPB meeting.
- All members should represent the environmental, business and civic interests in transportation, including appropriate representation from low-income, minority and disabled groups and from the geographical area served by the TPB.
- The chair of the CAC for each calendar year shall be appointed by the incoming TPB chair for that year. The CAC chair shall select two vice-chairs so that the chair and two vice-chairs represent the TPB sub-regions.
- The appointments to the CAC for each term year shall be approved by the TPB no later than the January meeting of the TPB.
- The CAC shall meet at least two days prior to the day of each TPB meeting. Mailout materials for the TPB meeting shall be available for the CAC meeting. The schedule of meeting times for the calendar year shall be developed by the CAC at its first meeting of the calendar year and notice of the schedule shall be provided to the general public.

- The CAC chair shall encourage members of the general public to participate in the discussions at the CAC meetings to the maximum extent possible under the time constraints imposed by the agendas.
- The CAC chair shall prepare a report on the CAC meeting which shall be made available to the TPB members at each TPB meeting. Time (up to ten minutes maximum) shall be reserved on each TPB meeting agenda for the CAC chair to report to the Board on CAC activities.
- TPB staff shall be available at the CAC meetings to brief the CAC on TPB procedures and activities as requested, and to answer questions. TPB staff shall assist the CAC chair in preparing meeting agendas, assembling and mailing meeting materials to CAC members, and preparing the CAC chair's report to the TPB.
- An evaluation of the activities of the CAC shall be provided to the TPB by the chair of the CAC each January.

TIMELINE



Milestones

- October 19 – Open application window
- October 21 – Present recommendations for updating CAC to TPB
- November 18 – Board approves changes to CAC
- November 20 – Close application window
- January 20, 2021 – Board approves appointments
- February 8, 2021 – First committee meeting

NEXT STEPS

Following the presentation and discussion with the TPB, staff will update and finalize the recommendations. The board will be asked to approve these recommendations at the November TPB meeting.

Recruitment for the 2021 CAC is expected to start on October 15. Members of the Technical Committee and TPB will be called upon to raise awareness about the application process in their jurisdictions and identify possible candidates from their planning areas.