

FINDINGS MEMO

FRAMEWORK FOR EVALUATION

Much has changed in Multnomah County since the Bicycle and Pedestrian Citizen Advisory Committee was formed more than 20 years ago. New modes have emerged that were unimaginable a decade ago.

JLA Public Involvement conducted research to understand the current and past conditions of the committee. As well as looking at how other jurisdictions are structuring their committee, JLA was able to find lessons for Multnomah County to take the committee into the future.

From this research, JLA and Multnomah County staff will develop a problem statement and a range of potential process and structure alternatives for consideration that could be implemented over the long- and short-term period. Some alternatives may need to be reviewed by the Board of County Commissioners, while others may take place at the staff or committee level.

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Currently:

The Multnomah County Bicycle and Pedestrian Community Advisory Committee represents citizens of Multnomah County regarding bicycle and pedestrian issues. The committee is made up of citizens from around the county with a strong interest in bicycle and pedestrian issues. Members are appointed by the Board of County Commissioners and serve a two-year term. The committee advises the Board of County Commissioners and Transportation Division on matters involving bicycle and pedestrian transportation within the County’s road jurisdiction. The county’s road jurisdiction is comprised of the major collector and arterial road system in the cities of Troutdale, Fairview and Wood Village, as well as the unincorporated areas of Multnomah County including the West Hills,

RESEARCH FINDINGS

To better understand the ways that peer cities and counties from around Oregon and Washington engage with modal committees, JLA completed a preliminary screening of nine jurisdictions to understand the potential range of committee structures. Some jurisdictions were like Multnomah County, while others were quite different. This range allowed the team to create a big-picture view of structural components. Below is a high-level summary of all findings grouped by topic.

Table 1: Peer Jurisdiction Committee Overview

	Multnomah County	City of Gresham	Clackamas County	City of Portland		Puget Sound Regional Council	Clark County	City of Seattle	City of Ashland	City of Corvallis
	Bicycle and Pedestrian Community Advisory Committee	Transportation Subcommittee	Pedestrian and Bikeway Advisory Committee	Pedestrian Advisory Committee	Bicycle Advisory Committee	Bicycle Pedestrian Advisory Committee	Bicycle and Pedestrian Advisory Committee	Bicycle Advisory Board	Transportation Advisory Committee	Multi-Modal Operational Committee
Bike	x		x		x	x	x	x		x
Pedestrian	x		x	x		x	x			x
Transportation in general		x							x	
Size	11-15	>5	11-15	11-15	16<	16<	6-10	11-15	6-10	6-10
Meeting Schedule	Monthly	Quarterly	Monthly	Monthly	Monthly	Bimonthly	NA	Monthly	Monthly	As needed
Committee Existence (years)	>20		>20	>20	>20	<5	11-20	>20	11-20	<5
Term Length (years)	2	3	4	2	2	3	4	2		3
Term Limits	No	No	No	Yes	Yes	No	No	Yes		
Appointment	Commission Chair	Council				Other official	Council	Mayor	Mayor	Other official
Application Selected by subcommittee				x		x		x		x
Committee Vote			x	x		x	x			

Themes

Below are some of the key themes from peer jurisdiction research.

Membership and Committee Structure

- Most of the committees were appointed through council or another governmental official through an application process.
- Almost all the committees had between 6-15 members.
- Most committee members served a two- or three-year term. Only the City of Portland has explicit term limits.
- Youth, elderly, and transit-dependent viewpoints were under-represented on most committees; a few committees included an explicit percentage or number of seats allocated to these under-represented groups.

Meeting Structure

- Most of the committees met monthly; however, several chose to meet as needed, quarterly or bimonthly.
- Most committees published meeting agendas online; several also posted minutes and/or meeting recordings following each meeting.
- Many committees rely on consensus or simple majority to make decisions; only two formally implemented Robert's Rules per their bylaws.

Influence and Decision-Making

- The average level of influence was serving as an advisory body to the Council.
- Almost all committees were responsible for the oversight of a plan (typically Bike/Ped or Active Transportation Plans).
- The committees that worked to develop programs and projects and provided technical guidance to plan development were more influential than those that were tasked with providing recommendations to Council. Only one committee was responsible for developing programs and two actively worked on plan development beyond providing review and recommendation.
- Committees with the highest level of influence were those made up of agency staff and appointed professionals.
- For example, the Puget Sound Regional Council has a large committee made up of voting and non-voting members. Voting members are agencies with interest in active transportation, state transportation agency staff, public transportation operators, member tribal agencies, and county public health departments in the region. Non-voting members are individuals who represent community, environmental, educational, or similar organizations, or system users who provide a unique or underrepresented perspective on bicycle and pedestrian issues.

INTERVIEW FINDINGS

Between April and May 2024, JLA conducted six interviews with 28 Multnomah County staff (did not include BPCAC liaison), staff from local jurisdictions, and members of Multnomah County's Bicycle and Pedestrian Community Advisory Committee. Additionally, an online survey was made available to participants who could not attend the interviews or interviewees who had more thoughts to share after the interview. Four people participated in the online survey.

The interviews provided insight on how the committee is working today and what could be improved. Interviewees were asked a standard set of questions and were also given time to share their general thoughts and potential ideas for change. Below is a high-level summary of all interview findings and opinions collected.

Membership and Committee Structure

The committee currently:

- Provides a unique perspective on the cycling community's needs and ideas as bicycle enthusiasts who are well versed in current issues, terminology, and bicycle needs.
- Provides robust east County representation.
- Has a membership that is largely white, male, and over 50 years old.
- Expressed a desire to have the committee represent the diverseness of Multnomah County in race, sex/gender, age, and socioeconomic level, as well as the need to diversify interests (amateur cyclists, accessibility, ADA requirements)
- Has difficulty recruiting for these other perspectives.
- Has limited data collection to understand the demographics of the members or understand reasons for members leaving their positions (through exit interviews).
- Has limited mechanisms in place for selecting members to increase diversity and few incentives to encourage a range of viewpoints on the membership (such as stipends to reduce barriers to participate for low-income community members, access to elected officials, influence over decisions, etc.).

Meeting Structure

Currently meetings are held monthly in a virtual format, though meetings were held in person before 2020. Agendas and materials are distributed electronically a week before the meeting, with the Multnomah County staff developing the agenda based on interest from regional partners, projects, and member requests. The meetings are led by the County facilitator and chair.

Multnomah County staff:

Research completed for the Findings

Memo:

Peer jurisdiction research (9)

In-meeting feedback from current committee members plus focus groups (3, with 8 participants)

Multnomah County staff focus groups (2, with 16 participants)

Other jurisdiction staff focus group (1, with 5 participants)

Anonymous online survey following focus groups (4)

- Liked that BPCAC had an accessible agenda and that it was easy to get time on their agenda when needed
- Are reluctant to attend meetings due to high levels of conflict and disagreements in the meetings. Managers feel they need to attend and/or provide additional support to staff.

BPCAC members:

- Liked receiving specific reports on Multnomah County Bike/Ped data, like the fatalities report.
- Liked having committee materials ahead of time to help them give their full opinions on the matter at hand.
- Said their purpose did not feel clear and it wasn't obvious what exactly they were there to advise on.
- Some wondered if having a sub-committee or breaking the BPCAC into two committees that advised on bicycle needs and pedestrian needs might be better.
- Expressed interest in participating in more activities outside the traditional meetings. Members enjoyed the bridge tour they received and would like to do more tour related excursions within Multnomah County.

Staff from local jurisdictions stated that their most successful committees had:

- Strong staff support and involvement to run the meetings and develop agendas.
- Staff who made sure the chair and vice-chair were up to speed and ready for meetings.
- Strict meeting processes, including a trained facilitator, clear ground rules, holding members to the ground rules, and other operational items, help members understand what is needed and what their role was within the committee.
- Regular appreciation activities, such as hosted volunteer appreciation dinners every year where their advisory committees were honored.
- Transparency with managerial staff to let them know their staff's workloads, how much time is spent on committee meetings, and what it takes to run a successful advisory group.

Almost everyone interviewed said:

- Structural changes are needed, including adding a Vice Chair to support the Chair, defining roles (decision making vs collaborating) and restructuring the charter and bylaws could help improve morale and the success of the committee.
- Meetings need to stick more closely to the committee rules and have a stronger commitment to staying on topic.
- A need for additional staff support, including having a manager present to answer more managerial related questions, having a facilitator and a moderator to intervene when conversations veer from the agenda, and allotting more time for staff to prepare resources for the committee.
- Meeting format was important though there wasn't consensus about what that looked like. There was interest in having quarterly meetings in-person with time to chat with other members.

Influence and Decision-Making

Both Multnomah County staff and members of BPCAC:

- Felt that the relationship often feels charged and that there is room for improvement. Staff often felt members were hostile toward them and so were hesitant to meet with the group. Members felt that staff intentionally reduced the impact the members could have or input they could provide.
- Are uncertain about the level of influence of the BPCAC in the project decisions that come before the group. Some members that have been on the committee for several years added that this influence has decreased over time.
- Said that there is a range of knowledge among BPCAC members on process. Members weren't sure what they can influence or where to put their efforts, which has impacted morale.
- Were unclear about the relationship of the BPCAC to other projects that have their own advisory committee or public outreach process.

APPENDIX – PEER JURISDICTIONS

CITY OF ASHLAND

Population	20,401
Size	6.64 sq. mi.
Location	Southwest Oregon; Jackson County. 16 miles north of California border

Transportation Advisory Committee

Ashland’s Transportation Advisory Committee was established in November of 2008 to proactively plan for a transportation system that is integrated into the community and enhances Ashland's livability, character, and natural environment. The committee is made up of nine members, two council liaisons, and the Public Works Director. Members are appointed by the mayor and approved by City Council. While there are no clear term limits, the Committee Chair is limited to serving for a maximum of three terms.

Members meet once per month, either hybrid or fully virtual, to advise the City Council on transportation related issues specifically as they relate to safety, planning, funding and advocacy for bicycles, transit, parking, pedestrian, and all other modes of transportation. Per the enacting ordinance, the focus of the committee and its meetings “must be on people being able to move easily through the city in all modes of travel [...to ensure...] that we will have the opportunity to conveniently and safely use the transportation mode of our choice and allow us to move toward a less auto-dependent community.” (Ashland Municipal Code 2.13.010)

Responsibilities

- Review content and recommend support to city council regarding:
 - transportation safety projects
 - bicycle infrastructure projects
 - public art on streets
 - multimodal transportation sharing
 - parking requirements
- Review and recommend updates to ordinances and guidelines
- Recommend support of resolutions to council
- Attend other committee sessions
- Informational hearings on (from meeting minutes 1/18 - 4/18):
 - Corridor safety analysis
 - Speed zone study
 - TSP update
 - Grant opportunities
 - Equity in Transportation
 - Bike boxes

CITY OF CORVALLIS

Population	59,922
Size	14.27 sq. mi.
Location	11 miles southeast of Albany, OR on OR99W
Road System	377.2 miles

Multi-Modal Operational Committee

The Multi-Modal Operational Advisory Committee (MMOAC) was formed in 2022 as a result of the City Council reorganizing the City’s advisory boards framework. The committee is made up of seven members who serve three-year terms; initial term limits were determined by a random drawing.

The committee is described as meeting monthly to advise the City Council on bicycle and pedestrian matters. However, they currently operate their meetings on an as-needed basis; available documents show that the committee has only had one inaugural meeting since its formation. Meetings are open to the public and do not follow Robert’s Rules of Order. Each meeting is organized to have a public comment period at the beginning, and minutes and agendas are posted to the city’s website.

The City Manager and Public Works staff established the committee with a goal of representing a diverse cross-section of the community, including underrepresented groups, and aligning the experience and interests of those community members with the modes that the transportation systems are intended to support and serve. Potential board members applied on the city website and were selected based on their backgrounds and interests.

The modes on which the committee advises include walking, bicycling, transit, driving, the municipal airport, and potentially emerging mobility technologies and trends. Modes of interest which are currently represented are:

- Transit
- Freight
- Active transportation (two members)
- Business
- General interest (two members)

CITY OF GRESHAM

Population	111,634
Size	23.5 sq. mi.
Location	East of Portland in Multnomah County; Northwest Oregon
Road System	898 miles

Transportation Subcommittee

The City of Gresham Transportation Subcommittee meets quarterly to discuss transportation issues. Their role is to advise City Council on the continuous development of a comprehensive transportation network that will improve the safety and livability of Gresham, and to serve as the City's Traffic Safety Commission. While they are a committee that covers all modes of transportation, they have specific requirements for the majority of members to be representatives of active transportation interests.

The committee membership is currently made up of four community members, two staff liaisons, two council liaisons, and one planning commission liaison (9 members total). Each position has a term limit of three years, and there is no limit on how many consecutive terms are allowed. The maximum size of the committee is 10 members; there is currently one vacancy due to an expired term.

The members are appointed by council; membership guidelines require members to be Gresham residents, and the owners of property or business located within the city. There are also additional representative requirements; at least one member of the committee must be disabled and represent interests of the disabled community, and at least four members need to be active bicycling and walking enthusiasts who represent the interests of the active transportation community. Meetings are currently virtual; Committee discussion and presentations, engage in discussion, and vote on recommendations for City Council actions.

Responsibilities

- Advises Council on continuing development of a transportation network to improve safety and livability in Gresham.
- Advises Council and staff on transportation and traffic issues, federal, state, and local policies, standards, plans, and capital programs.
- Guides Council in transportation planning matters.
- Evaluates and researches ways to improve the transportation system, its safety and accessibility for all modes.
- Researches and recommends annual Gresham Transportation Action Plans identifying objectives, capital priorities and funding opportunities.
- Serves as the Traffic Safety Commission and assists and advises in research, development and implementation of traffic safety programs and public education.

**Information that was unavailable: length of committee's existence.*

CITY OF PORTLAND

Population	652,518
Size	133.45 sq. mi.
Location	Between the Willamette and Columbia Rivers on the northwestern border of Oregon
Road System	2,100 miles

The City of Portland Bureau of Transportation (PBOT) has both a Pedestrian Advisory Committee and a Bicycle Advisory Committee. The details of each are described below.

Pedestrian Advisory Committee

The Pedestrian Advisory Committee is a 15-member committee that advises the city and the Portland Bureau of Transportation (PBOT) on all matters that encourage and enhance walking as a means of transportation, recreation, wellness, and environmental enhancement. The committee meets monthly to discuss pedestrian issues and priorities. Meetings are open to the public and vary between virtual and hybrid; the most recent meetings have been entirely virtual.

The committee was created in 1993 to advise City Council on issues relating to pedestrian issues, safety, and education. Members serve two-year terms and have term limits of eight years (four terms). Applicants apply through the Bureau of Transportation and are selected by a membership subcommittee. The committee has representational goals of including members who can share perspectives of the elderly, child, and disabled communities, as well as the perspectives of distinct geographical areas.

Responsibilities

The committee is responsible for maintaining and updating the Portland Pedestrian Master Plan and Design Guide as well as reviewing plans and projects to make recommendations related to pedestrian priorities with an equity-focused lens.

Meetings also include discussions of Fatal Crash Reports and Vision Zero goals as they relate to pedestrian safety concerns.

Bicycle Advisory Committee

The Bicycle Advisory Committee is an 18-member volunteer committee which meets monthly to review projects of interest to cyclists and discuss bike issues. The committee advises the Portland Bureau of Transportation (PBOT) as well as city council and other bureaus on all biking-related matters.

The committee was created in 1992 to advise the Portland Bureau of Transportation (PBOT) as well as city council and other bureaus on all biking-related matters, including bikeway policy and implementation recommendations. The total membership is 20 seats, and all committee members serve 2-year terms with term

limits of eight years (four terms). Meetings are open to the public and vary between in-person and virtual formats. The bylaws call for meetings to either reach a consensus on decisions (still requiring a vote) or follow Roberts Rules to reach a simple majority.

Responsibilities

The committee is responsible for reviewing and making recommendations on all plans and projects that affect the use of bicycles as a source of transportation and recreation. They are also tasked with providing input for strategies to build a framework for mobility and transportation justice to mitigate gentrification and displacement.

CITY OF SEATTLE

Population	749,256
Size	6,308.67 sq. mi.
Location	On the west side of Puget Sound in Washington; Northwest Washington
Road System	3,946 miles

Bicycle Advisory Board

The Seattle Bicycle Advisory Board was created through Resolution 25534 on May 11th, 1977 with the vision of “mak[ing] Seattle a world-class city for bicycling. Mak[ing] bicycling a viable transportation choice by encouraging active participation in policy and planning efforts through all levels of government. Build[ing] a more inclusive bicycling community by representing the needs of the diverse population of bicyclists in the city.”

The committee is made up of 11 Seattle residents. Potential members apply to join through the County Clerk and are appointed by either the Mayor or City Council. If selected, regular committee members serve for a 2-year term; there is one seat reserved for a YMCA Get Engaged representative, who serves for a one-year term. As one of several citizen-led boards in the city, SBAB relies on its membership’s diversity of experience, knowledge, and background to advise the City to make cycling safer and more accessible in Seattle.

The Seattle Bicycle Advisory Board advises the City Council, the Mayor, and all departments and offices of the City on matters related to bicycling and the impacts that actions of the City may have upon bicycling. The Board also contributes to the City's planning processes as they relate to bicycling.

Meetings occur on the third Tuesday of every month from 6:00pm – 8:00pm. They are open to the public, and are generally in a hybrid format, with virtual and in-person options. There are typically public comment periods at the beginning and at the end of each meeting. Between these two periods the Board hears updates on various bicycle-related plans and projects, and conducts board business (approval of minutes, agenda setting, etc.).

Responsibilities

SBAB’s responsibilities include:

- Stewarding the Bicycle Master Plan
- Monitoring implementation activities by City Departments and Divisions
- Serving as a resource for City Council on Bicycle Master Plan activities
- Serving on transportation-related committees and planning groups
- Making recommendations on City projects related to mobility, specifically bicycling
- Conducting annual reviews of SDOT on street bicycle facility plans
- Ad hoc reviews of bicycle projects, trail construction, and capital improvement projects
- Publishing issue papers on bicycling-related topics

- Conducting Site Tours
- Bikeability Tours – periodically SBAB members conduct tours of new bikeways, inspect cycling conditions across critical corridors, and evaluate City of Seattle implementation activities.
- Facility Tours – SBAB members organize tours of facilities to examine best practices for bicycle commuting and parking in new and existing buildings

CLACKAMAS COUNTY

Population	423,173
Size	1,880 sq. mi.
Location	Southeast of Portland; Lake Oswego to Warm Springs Reservation
Road System	1,400 miles

Pedestrian and Bikeway Advisory Committee

The Clackamas County Pedestrian and Bikeway Advisory Committee meets monthly to discuss issues related to active transportation in Clackamas County. Meetings are open to the public and occur via Zoom. The meeting structure typically consists of presentations, dialogue, and voting on actions. The committee aims to reach consensus but uses Robert’s Rules of Order when consensus is not possible.

The purpose of the committee is to:

- Advise County departments;
- Forum for bicycle and pedestrian related issues;
- Increase awareness of pedestrian and bicycle needs in the County;
- Monitor County progress toward active transportation goals.

The committee also served as ~50% of the Public Advisory Committee for the County’s Active Transportation Plan.

The committee is made up of twelve members, who each serve four-year terms, and two staff liaisons; the bylaws allow for a maximum of fourteen members. Those interested in serving on the board apply and are then nominated and voted on during regular committee meetings. All meetings are open to the public, and materials are publicized in advance of each meeting.

During previous new member recruitment discussions, committee members discussed the representative mix of their committee. While they don’t have representative requirements, committee members look for a mix of urban and rural citizens living in geographically diverse areas. They also try to ensure the committee’s focus on both walking and bicycling through members’ interests.

Responsibilities

The committee’s role is to review and advise on applicable portions of the County’s Comprehensive Plan, Capital Improvement Plan, and other forums to provide for the development of a coordinated system of adequate, safe, and convenient walkways and bikeways throughout Clackamas County.

Committee work has included development of bicycle and pedestrian safety programs, reviewing bicycle and pedestrian project priorities, and completing the county’s Active Transportation Plan. The committee’s goals include:

- Developing a coordinated system of safe and convenient bikeways and walkways

- Stimulating public awareness
- Examining current and future financing options and budget strategies for bicycle and pedestrian projects

The committee's meeting discussions include "hot spot" discussion (high-risk areas with unsafe transportation conditions), presentations on the Climate Friendly and Equitable Communities rules, and recommendations relating to both plan development and infrastructure improvements.

**Information that was unavailable: length of committee's existence.*

CLARK COUNTY

Population	503,311
Size	628.5 sq. mi.
Location	Southwest Washington; on the northern border of the Columbia River Gorge, directly north of Portland
Road System	2,665 miles

Bicycle and Pedestrian Advisory Committee

The Clark Communities Bicycle and Pedestrian Advisory Committee (CCBPAC) is a nine-member group tasked with advising the county and participating City and State government staff on matters involving transportation for people walking and bicycling. The committee was created in 2010 after the adoption of Clark County's Bicycle and Pedestrian Master Plan. The committee coordinates planning efforts with other agency departments, committees, and plans; in addition, the committee helps implement the Clark County's Bicycle and Pedestrian Master Plan's vision.

Potential members are appointed by Clark County Council based on current member recommendations. Vacancies are posted on the committee website. Those interested in membership apply through the website and attend a meeting as a mutual "interview" process. Following this, applicants are nominated by the committee to the County Council for approval. Each member serves for a term of four years, with no limit on consecutive terms.

Members must live within Clark County and have an interest in active transportation. The bylaws call for representation to reflect the County's demographic diversity as well as people interested in mobility issues; people dependent on public transit, alternative, or active modes of transportation; and people with professional background in health care, development, education, and other similar professions.

All meetings are open to the public and are held monthly in-person at the Clark County Public Service Center. Annual progress reports are prepared for the County Council, County Manager, and Community.

Responsibilities

The committee's responsibilities include:

- Commenting on plans and proposals for road and transportation projects impacting bicycling and pedestrian usage.
- Evaluating and making recommendations to County staff regarding prioritization and improvement of pedestrian and bicycle facilities.
- Advising agencies on ways to improve bicycle and pedestrian safety.
- Encouraging walking and cycling as forms of transportation.
- Promoting school education/encouragement programs and County-wide bicycle and pedestrian activities

The Committee Chair has the power to create temporary committees of one or more members for:

- Reviewing plans and proposals related to pedestrian and bicycle transportation;
- Review of any matter specifically related to the interest of the committee;
- Any other task the committee sees as needed to complete the Goals and Objectives of CCBPAC.

PUGET SOUND REGIONAL COUNCIL

Population	4,294,373
King County	2,269,675
Kitsap County	275,611
Pierce County	921,130
Snohomish County	827,957
Size	6,300 sq. mi.
Location	Mid- to North-Western Washington, encompassing the Puget Sound.

Bicycle Pedestrian Advisory Committee

The purpose of the Bicycle and Pedestrian Advisory Committee (BPAC) is to advise the Puget Sound Regional Council (PSRC) on a variety of regional bicycle and pedestrian-related issues. The BPAC provides technical guidance that is reflected in PSRC's planning products and guidance, including but not limited to the regional Active Transportation Plan.

The committee is made up of representatives from four counties, three tribes, sixteen cities, and the State of Washington, in addition to representation from regional and local transit and public health organizations. The bylaws speak to the need to have a committee that is a workable size, and representative of all PRSC members. There are 31 current members and 17 alternate members; membership is reviewed and updated every 3 years.

Membership is divided into Voting and Non-Voting membership. Voting members are agencies with interest in active transportation, state transportation agency staff, public transportation operators, member tribal agencies, and county public health departments in the region. These members are appointed by the respective agency's elected official or department head. Non-voting members are individuals who represent community, environmental, educational, or similar organizations, or system users who provide a unique or underrepresented perspective on bicycle and pedestrian issues. They may participate in general discussions but should refrain from discussions of action items, which require committee votes. These members apply in writing and are endorsed voting committee members who serve the county where the applicant organization resides.

This committee coordinates with and advises Puget Sound Regional Council staff, policy boards, and other advisory committees on a variety of bicycle and pedestrian-related planning issues. The Chairs, or other voting members designated by the Chairs, also represent the BPAC on various PSRC committees, such as the Regional Project Evaluation Committee and the Regional Staff Committee.

Meeting materials are available to the public, and representatives from member jurisdictions, bicycle and pedestrian interest groups, and community members are welcome to attend. The committee is slated to meet virtually every other month, but actual frequency is determined by the PSRC biannual bicycle and pedestrian work program.

APPENDIX - INTERVIEWS

Below are some of the comments made by the interviewees, but names or attribution is not included to allow for open feedback with the interview team.

MEMBERSHIP AND COMMITTEE STRUCTURE

- Want to get clear expectations of staff and members about what we can bring to meetings and interest in things.
- The committee members are mostly experts – it would be nice to have room for other users or experience levels.
- Need an updated charter with clear by-laws.
- Not clear what the committee are advising on.
- Need a more defined scope so the committee knows what questions they're answering.
- Without a clear scope, the group can get caught up in technical jargon that is not widely and completely understood.
- Potential for subcommittee or ad-hoc subcommittee to be used as necessary.
- A new member onboarding process is needed.
- Consider a stipend for committee members in order to lower barriers of entry for some demographics to participate.
- Exit interviews are needed.
- Invest in improving recruitment methods to diversify the committee.

MEETING STRUCTURE

- It would be nice to host some in-person events—offer food and more opportunities for community and relationship building within the committee.
- A lot of the current meetings are just informational presentations. Committee members would like opportunities to give feedback or more prep for informational presentations
- Need a clearer agenda.
- Would like more staff involvement; a commitment from the County to be a partner.
- More staff intervention is needed when meetings go off the rails.
- Allot more time and resources to County staff so members can receive more robust agenda items, materials prep, etc.
- Make sure the Chair is prepped and ready.
- Share meeting materials and presentations ahead of time.

INFLUENCE AND DECISION MAKING

- Want the committee to understand that their job is to receive information and give input – so far, they feel that they've only received information and have not had the opportunity to give input.
- We need the public to better understand what BPCAC does.
- Members would like more influence and input in decisions.

- Want to get involved in projects earlier and have multiple meetings about the same project so that committee members feel immersed in the project and able to give good and appropriate feedback.