

Memorandum

To: EQUITY ADVISORY COMMITTEE MEMBERS

CTC Meeting: February 23, 2024

From: STATE AGENCIES' EXECUTIVE MANAGEMENT

Reference Number: Tab 7, Information

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Subject: Expanded Leadership Structure Discussion

Summary:

In September 2023 the interagency Equity Advisory Committee (Committee) approved a Charter which established a minimalist leadership structure comprised of one Chair and one Vice Chair. Committee members approved the Charter with the added direction to continue discussions about establishing an expanded leadership structure.

Background:

At the Executive Meeting on December 8, 2023, Committee members continued to discuss the roles and responsibilities of an expanded leadership structure with the goal of providing additional recommendations for Committee consideration. Committee members also agreed that developing ad hoc subcommittees could be beneficial for achieving their priorities. Establishing ad hoc subcommittees can also serve as a mechanism for Committee members to serve in a variety of leadership capacities.

Additionally, interagency staff circulated a survey to Committee members with the goal of better understanding member capacity for assuming leadership positions within an expanded leadership structure. 14 out of 15 members responded and 2 members expressed interest in pursuing additional leadership roles such as Vice Chair, suggesting the need for an interim step or alternative. Ad hoc subcommittees dedicated to specific areas of focus as determined by the Committee could provide balance between the desire to provide expanded leadership opportunities and committee member availability, as self-described in the survey.

Committee Charter, Chair and Vice Chair Roles, and Subcommittees

The Committee Charter was approved on September 26, 2023. Article 5 of the Charter outlines the roles of officers, and the process for forming permanent and ad hoc subcommittees. Currently, the Charter details the roles and responsibilities of a Chair and Vice Chair within the context of a minimalist governance structure. Article 5.1, Officers, states the following:

“The duties of the Chair are to preside at the Committee meetings. The duty of the Vice Chair is to preside at any Committee meeting when the Chair is absent. Interagency lead staff will take minutes.”

Within an expanded leadership structure, additional Vice Chairs or subcommittee Chairs may take on additional, non-administrative responsibilities of the Committee; however, this structure requires members to volunteer to hold these roles. Survey results indicate two members in addition to the current Chair show interest in filling permanent leadership roles. Development of ad-hoc subcommittees can provide leadership opportunities without requiring long-term time commitments. The charter contains the following language regarding sub-committees:

“The Committee may form permanent and ad hoc subcommittees. The Committee can delegate to a subcommittee the power to make a recommendation on behalf of the entire Committee. Permanent subcommittees may be formed by amendment of this Charter, and must be approved by CalSTA, the Commission and Caltrans. Ad hoc subcommittees may be formed by the Chair or by a majority vote of the Committee as needed. Ad hoc committees will dissolve once the purpose of the subcommittee has been achieved or one year from their formation, whichever is earlier. The Committee’s Chair is an ex officio member of all subcommittees but has no vote. The Chair may delegate to the Vice Chair(s) the Chair’s ex officio membership on any subcommittee.”

Due to Bagley-Keene Open Meeting Act limitations, it is recommended that ad hoc subcommittees include no more than two members and be supported by interagency staff. Stakeholders, community members, and policy experts may be consulted to inform the work of the ad hoc subcommittees. To ensure transparency, subcommittees are expected to use publicly noticed meetings of the Committee to report on any work they’ve completed.

Potential Areas of Focus

At the December 8, 2023, Executive Meeting, Committee members discussed their priorities for 2024 and began formulating focus areas for future subcommittees or identifying areas of general interest for future discussion. Committee members agreed that developing ad hoc subcommittees will be beneficial for achieving the priorities of the Committee. Initial ideas for ad hoc subcommittees and other general areas of focus identified at the December meeting include:

- Tolling
- High-Speed Rail (not under the purview of interagency programs, but could be offered for educational purposes)
- Senate Bill 1 funding programs
- California-Mexico border region
- Transportation funding
- Public participation and social justice

Committee members are encouraged to identify additional areas of focus for ad hoc subcommittees based on their 2024 priorities. This discussion is being continued as part of the ongoing development of the interagency workplan covered under Tab 6.

Survey Results

A member capacity survey was sent to members with the goal of understanding member capacity and availability to serve in expanded leadership roles such as additional Vice-Chair leadership roles. 14 out of 15 members responded. Some highlights can be found below, including member interest in serving in additional leadership capacities and objectives that members identified for their term.

Question: What is your interest in a particular area of the Committee? (Choose all that apply)

Results:

Topic	Total Response
Administrative	4
Internal Affairs, Communications	1
External Affairs, Communications	7
Serve as an EAC liaison to a Caltrans district you live within	11
Advising on agency workplan items related to equitable community engagement	9
Advising on agency workplan items related to transportation funding	9
Advising on agency workplan items related to data driven decision-making	6
Advising on agency workplan items related to program guidelines	8
A cabinet position, such as vice chair or coordinator of a subcommittee	2
Other: Workforce, broadband, right of way use; EAC liaison to regional transportation organizations; lead trainings for the agencies on best practices for engaging with communities and organizations	3

Question: What objectives do you hope to accomplish before the end of your term?

Responses:

1. Establish relationships in the different agencies to ensure better services and resources come to our community.
2. Assuring workforce and that roadways allow closure of the digital divide.
3. Create training forums or regional centers for Ca Transportation systems in which both communities and staff as well as organizations can exchange, learn and inform each other about systems, civic engagement, recruitment, policy and knowledge which support our state into resiliency, sustainability, equity and overall best outcomes.

4. I would like the EAC to have a meaningful interactive relationship with each of the three departments we advise: CTC, Caltrans, CalSTA. I want the EAC to create a steering committee comprised of two members from every EAC cohort moving forward. In three years, the EAC should hold its first Equity Conference in conjunction with other statewide equity groups (Governor's Council on Equity, GARE/CCORE, Greenlining, AACE, Transform, CEJA, et al). If it's not a standalone, it could be a few workshops held at a state meeting (APA, AEP, ITE) that we already attend. It should draw upon community members, EAC members, Equity staff at the local (MPO/RTPA) and state level, state leaders and commissioners. It should be more than just our three departments (i.e., include CARB, CPUC, SGC/OPR, departments that fund transportation infrastructure).
5. I'd like for the EAC to establish a list of transportation-related priorities that our committee feels are important to advance and are within our purview. Right now there are opportunities to comment on existing/planned bodies of work, and that's important, but I suspect there are ideas around different opportunities and challenges that spurred each of us to apply to this body and I would like to have those better articulated and formalized.
6. I would like to see the projects we discuss and advise on, be completed for our communities. I want our committee to take actions that have positive results for our fellow Californians. We want to be the committee making the roadways safer for all users, creating more transportation opportunities for lower income and disadvantaged communities.
7. I would like to see the charter codified and EAC activities outlined (although not sure that's realistic given my timeline).
8. Making sure that the Tribal voice is heard
9. Being able to share our updates with other advisory committees, local government agencies and nonprofits/CBOs.
10. Advise and make recommend ideas to improve quality of public Transportation for all.
11. Establish more check-ins with Caltrans, SANDAG, and MTS. Spend more time reviewing the materials in the agenda so I can provide more detailed feedback. I want to host a San Diego/Tijuana transborder mobility tour with the EAC this summer.
12. Developing protocols for early engagement of EAC in the development of workplans, grant applications, guidelines, etc. I would like to see EAC involved in the develop phase vs. the evaluation phase.
13. Ensure that disability has an equivalent status in the general diversity, equity and inclusion framework. Disability spans all ages, ethnicities, economic status etc., and I believe needs to be elevated in the overall policy equation.