

Community Leadership Committee Reflections & Recommendations Report

*Resources and Templates for Community-Led Transportation Planning
Informed by Community, Task Force, and Project Team Members*

Long Beach - East LA Corridor Mobility Investment Plan



October
2024

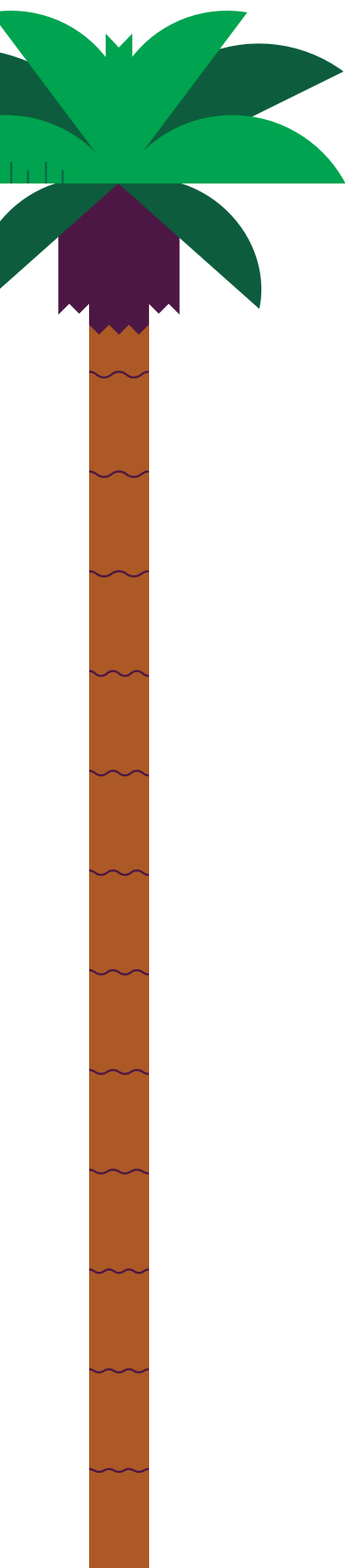


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CONTENTS



Executive Summary	4
Community Leadership Committee Process	6
Introduction	6
Project Timeline	8
CLC Selection & Logistics	10
Communication	16
Reflections & Recommendations	18
Methodology	18
Recommendations	20
Decision-Making	30
Project Decision-Making	30
Resources	32
Scope Language	36
Recommended Milestones	38
Example Schedules	40
Application Parameters	42
Agreements	44
Charter	46
Correspondence Samples	48
Membership Logistics	54
Project Glossary	57
Workshop Input	58

EXECUTIVE SUMMARY

A COMMUNITY EFFORT

The Long Beach-East LA Corridor Mobility Investment Plan (CMIP) was developed between 2021 and 2024 and is the result of an extensive community-centered effort to envision new multi-modal transportation options along the project's 19-mile long and 5-mile wide corridor. Encompassing 18 cities and 3 unincorporated communities, the project area has a diverse, engaged population that has experienced a long history of harmful impacts as a result of the I-710 Freeway.

Plans to expand the freeway that were recommended in 2005 faced significant community opposition due to concerns about increased environmental and health impacts. Still, the Metro Board adopted freeway modernization Alternative 5C in 2018, which included the freeway widening and funding to purchase Zero Emissions trucks along with other community benefits. Following the approval of Alternative 5C, community activism and local pressure on Metro and Caltrans persisted. The EPA also warned that expanding the freeway would not meet air quality standards. This resulted in a shift to alternative proposals for the corridor. The Metro Board suspended the freeway expansion project in 2021 and directed staff to create a new community-oriented planning process which included the formation of the LB-ELA Corridor Task Force, Working Groups, and Community Leadership Committee (CLC).

The CMIP piloted a new approach to community engagement, by having a community-led group act as an advisory body to the project Task Force, who in turn provided recommendations to the Metro Board. Over the course of two years, a diverse group of 26* CLC members from 21 jurisdictions represented their communities at monthly meetings to review information, ask questions, provide feedback, and develop recommendations. CLC members were required to live within the project study area, which ensured representative feedback. During this robust engagement process, CLC members also participated in public workshops, collaborated with the Task Force and the project team in working groups, and reviewed key project deliverables. CLC members were compensated for their participation in accordance with Metro's Advisory Body Compensation Policy (ABC Policy). Overall, the collaborative environment created throughout the CLC process helped to build trust between Metro and community members and to increase a sense of ownership of the project.



THIS REPORT

This report provides an overview of the CLC process followed during the development of the CMIP and lessons learned for future Metro efforts. The insights of the report build on Metro's commitment to Listen and Learn, as described in the [Equity Platform](#), which includes meaningful community integration for planning processes, along with Metro's [Objectives for Multimodal Highway Investment](#).

The report begins by introducing the historical context of the project, specifically as it relates to community involvement and the factors that led to the CMIP engagement process. It outlines methods of engagement, key dates in the CLC process, approaches to communication, CLC recruitment efforts, and language translation protocols. It also references trust-building as a general theme and shares successful aspects of the CMIP's approach and lessons learned that can be adapted for future Metro planning projects.

A key source for the ideas included in this report comes from interviews with community members who were directly involved in the project. Feedback received from project stakeholders was used to analyze the CLC process and to develop lessons learned. Interviews were conducted with 8 CLC members, 6 Task Force members, 5 Metro Staff, and

3 consultants. Each interviewee was asked to share his/her reflections on what worked and what could be improved for future Metro community leadership processes. A survey was also circulated to the entire CLC and emails were sent out to CBO project partners to ask for their reflections and key takeaways. Recommendations are extracted from these correspondences and are explained through different themes. Quotes are also included to elevate the voices and sentiments of those interviewed.

In order to weigh in on major project decisions, the CLC used a consensus-based decision making model that was developed specifically for the project. The model is described in this report and analyzed in contrast to decision-making models that have been used for other transportation projects across the country.

The final section of the report provides resources for Metro to incorporate community leadership into projects when feasible. Helpful templates are provided, from scope language to correspondence. These templates can be referenced as guides and adapted for different projects in instances where Metro seeks to further integrate community participation in a meaningful way.

** There were 24 members at the CLC inception. Some members left while others were added. This resulted in a total of 26 members by the time of the adoption of the CMIP.*

01 THE CLC PROCESS

INTRODUCTION

PROJECT BACKGROUND

Between 2021 and 2024, LA Metro (Metro), community members, and other government partners developed the Long Beach-East LA (LB-ELA) Corridor Mobility Investment Plan (CMIP). The CMIP, which was adopted by Metro in 2024, established a transportation vision for the LB-ELA Corridor, a 19-mile-long and 5-mile-wide area that includes 18 cities and 3 unincorporated communities adjacent to the I-710 Freeway between Long Beach and East Los Angeles. The planning process to develop the CMIP included an unprecedented community-centered approach to decision making. This report provides a high-level roadmap of ideas and recommendations to integrate “community-first” engagement into Metro’s evolving planning processes.

A key aspect of the project’s approach was early establishment of the Community Leadership Committee (CLC), which was made up of 24 representatives at project conception from 21 communities along the Corridor. The CLC provided regular recommendations to the project’s Task Force (the decision-making body that reported to Metro’s Board). The CLC leveraged community connections and communicated lived experiences to inform and help shape the Plan, which in turn reflects the priorities of residents, addresses longstanding challenges in the region, and provides a commitment to work collaboratively on implementation.

** Task Force members were chosen to represent the logistics industry, government agencies, ports, elected officials, and community-based organizations*

FORMATION OF THE CLC

The CMIP was the result of a several-decade long history of planning relating to the I-710 Freeway. In 2005, residents asserted that a planned highway expansion would compound histories of prioritizing freight and “efficiency” over community needs. Concerns were raised about the environmental and social impacts of the proposed project. This led to two proposals 1) Alternative 5C, a version of the project that would add a Zero Emission Truck Program and a handful of bike and pedestrian freeway crossings, while still expanding the freeway, and 2) Community Alternative 7, which would increase transit service, had a community health program, and created separate, elevated zero emission truck only lanes above the freeway. The Metro Board selected Alternative 5C in 2018.

In May 2021, the Metro Board suspended the freeway expansion project by selecting the no build option (Alternative 1) and tasked Metro staff with convening stakeholders to create a more community-focused plan to improve mobility in the corridor using funding allocated for the project. In September 2021, the LB-ELA Corridor Task Force was established as an advisory body to develop recommendations for a new Investment Plan. Recruitment for the Task Force focused on ensuring representation from diverse community stakeholders* that would be impacted by the proposed multimodal projects. To further ensure community involvement, the CLC was formed in March 2022 under the directive of the Community Engagement Working Group, a sub-group of the Task Force. The CLC consisted of residents from the project area and recruitment for the CLC focused on those living

close to the freeway and/or heavy industrial areas. See pages 10-11 for details about the selection process.

PURPOSE & GOALS OF THE CLC

The CLC was created with the purpose of more directly centering community member voices and having them advise the Task Force throughout the planning and decision-making process. Although the majority of CLC members stayed consistent throughout the project, a few members left and new members were added, resulting in a total of 26 CLC members by the end of the project in April 2024. For two years, the CLC met at least monthly (and sometimes twice a month) to define the Corridor's vision, goals, and guiding principles, identify strategies, projects, and programs, and prioritize investments. See page 14 for more details about the CLC meetings.

OVERVIEW OF THIS REPORT

This report and the included resources will support Metro as it continues to ensure robust community engagement in the planning of future mobility projects. The report:

- Details the CLC's application process, membership criteria, and agreements made during the formation of the CLC.
- Recounts key lessons learned and best practices gathered from firsthand interviews with CLC members, Task Force members, the Consultant Team and Metro.
- Analyzes decision-making processes used in the CMIP and other projects.
- Lays out several templates for planning and communication that can be used to inform community leadership approaches in future Metro projects.

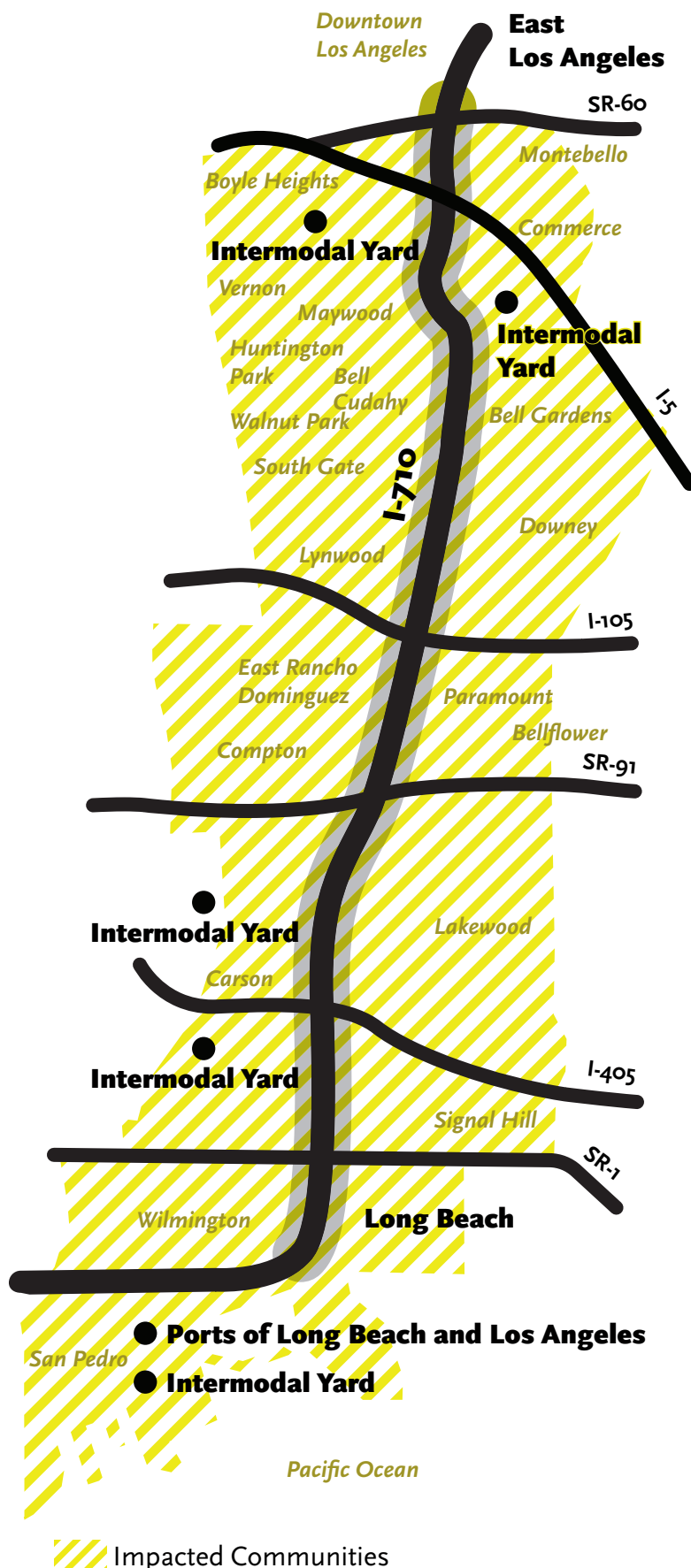


Figure 1: Jurisdictions and Key Goods Movement Facilities within the LB-ELA Corridor.

PROJECT TIMELINE

1964

I-710 Freeway constructed.

1990s

Convergence of deteriorating infrastructure, local population expansion, and increased traffic.

2005

The I-710 Major Corridor Study was completed, which recommended freeway widening, including separate truck lanes.

2012-13

Initial Environmental Review included two alternatives for widening the freeway (Alternatives 5A and 6C). Comments on the review led to the proposal of Alternative 5C, which added a Zero Emission Truck Program to the freeway expansion, and the proposal of Community Alternative 7, which included increased transit service, a community health program, and a focus on zero-emission trucks.

2018

Metro Board approved Alternative 5C as the Locally Preferred Alternative (LPA).

2020-21

Due to the increase in truck-related diesel emissions and potential issues with air quality conformity, the EPA required a hotspot analysis for Alternative 5C.

2021

- Caltrans decided to not support the project moving forward.
- Metro Board decided to suspend the project by approving a no build option, (Alternative 1) instead of Alternative 5C.
- Metro began developing the Investment Plan to ensure adoption of a community-oriented vision.
- The Plan's Task Force was launched (September).

2022-24

- The CLC and Task Force met regularly to define the Corridor vision, goals, and guiding principles, to identify strategies, projects, programs, and to prioritize investments.
- Working groups were established to further involve community members in decision-making processes.
- The CLC continued to play a pivotal role in providing recommendations to the Task Force on developing the project list, prioritizing projects, and creating the Investment Plan.

2022

- The Community Leadership Committee (CLC) was formed to advise the Task Force on proposals and project recommendations (March).
- The Coordinating Committee was established with three Task Force and two CLC members (April).
- Additional outreach was conducted to recruit from the remaining, unrepresented jurisdictions. CLC reaches 26 members (June & December).

2024

- The CLC and Task Force voted to support Metro's adoption of the Investment Plan.
- The Metro Board approved the Investment Plan, reflecting a commitment to equity as both a process and an outcome.
- The CLC term came to an end and CLC Members and the Task Force were invited to continue their advisory work on the implementation of the Investment Plan via Working Groups (April).

CLC SELECTION & LOGISTICS

MEMBERSHIP CRITERIA

To apply to be a CLC member, applicants were required to meet the criteria outlined below. The goal was to have at least one member represent each city and unincorporated neighborhood within the corridor, while additional representatives were included from jurisdictions that were larger and were highly impacted by industrial or other hazardous uses. These jurisdictions were characterized by having a significant population living near the ports, intermodal yards, or freeways. The most impacted jurisdictions had two additional CLC seats each (Long Beach – 3, East Los Angeles – 3), and the next highest impacted jurisdiction has one additional seat (Lynwood – 2). There was also one at-large representative seat.

SELECTION CRITERIA & SCORING

Criteria	Score
• Lives in the study area	<i>Required</i>
• Works in the Corridor	1 point
• Engaged community member	1 point
• Lives in a highly impacted area	1 point
• Lives in two or more highly impacted areas (port, industry, etc.)	2 points
• Black, Indigenous, and People of Color (BIPOC)	1 point
• Primary language is non-English	1 point
• Under the age of 25	1 point
• Over the age of 64	1 point

APPLICATION & ONBOARDING

The CLC application process started in March 2022. Information about the CLC was published online, along with membership criteria and information about compensation. The application was offered in English, Spanish, Khmer, and Tagalog. It included questions about demographics (e.g. where applicants lived), experience working in the community, and logistics such as preferred meeting times. The application was publicized through Metro community-based organization (CBO) partners.

There were two subsequent CLC application periods in June 2022 and December 2022. This was a result of some members dropping out after the selection process and the application was re-opened in order to fill the seats for jurisdictions for which the project team received no applications (Lakewood, Vernon, Montebello, Paramount, and Bellflower). In these cases Metro carried out targeted outreach to these communities, including mailing letters to all 110 residents in the section of Vernon that is within the project area.

Applications were reviewed and scored. The applicant(s) with the highest score was/were selected and notified in each jurisdiction.

A total of 24 applicants were selected based on the established criteria and scoring system. Selected members then completed the Metro onboarding process, which included signing agreements and enrolling in or opting out of compensation. Two CLC orientation sessions were held online that introduced CLC members to the schedule and charter (see page 46 for information on the project charter).

COMPENSATION

Consistent with Metro's Advisory Body Compensation (ABC) Policy, all eligible CLC members were compensated at a rate of \$200 per meeting for every CLC meeting and \$50 for working group meetings. This was one of Metro's first applications of the ABC Policy to the advisory body of a project.

A TYPICAL MONTH

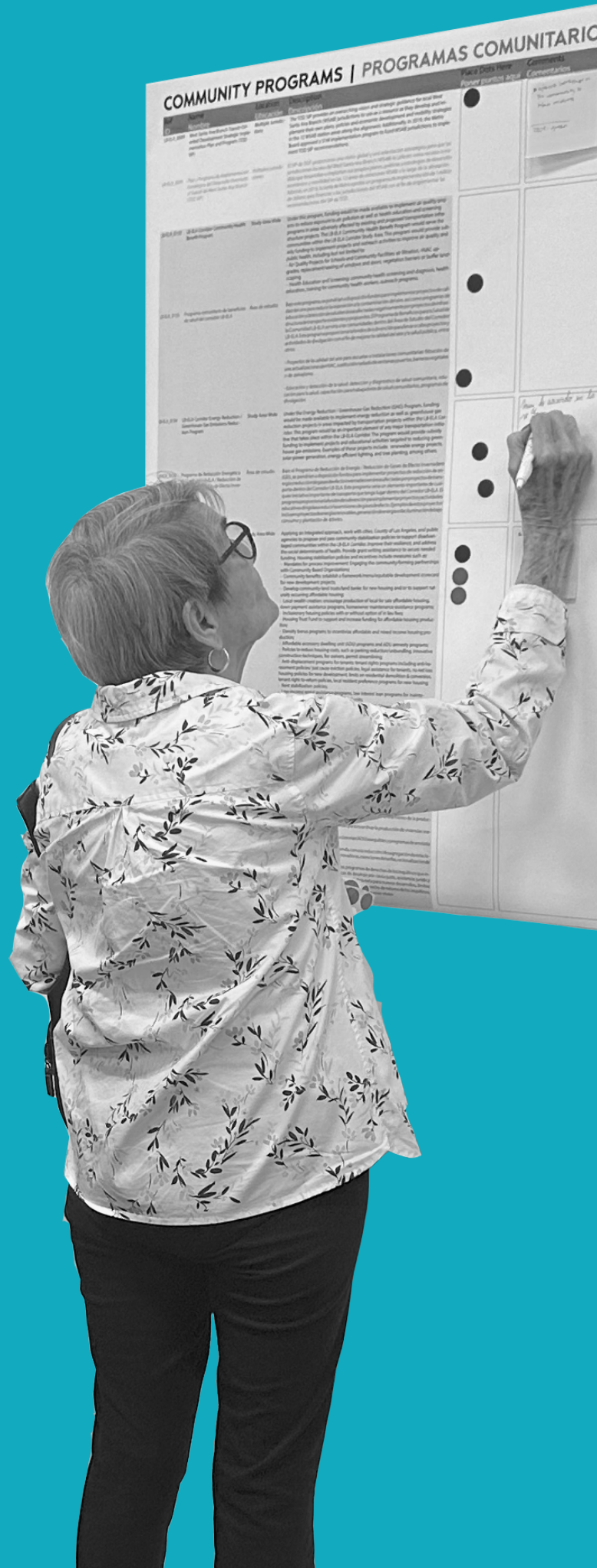
Throughout a typical month, a CLC member was expected to:

- Attend and actively contribute to CLC meeting(s).
- Review and provide feedback on key project documents.
- Sign up for office hours, if desired, to ask the Project Team any questions or provide feedback (optional).
- Participate in working group(s) (optional).



**“The CLC
is a body
that really
prioritized
community
perspectives
in what is
needed along
the I-710 South
Corridor.”**

- Task Force member



REPORTING STRUCTURE

As an advisory group intended to provide recommendations, the CLC reported their findings and opinions to the Task Force.

The Task Force was a key decision-making body made up of stakeholders representing labor groups, community groups, goods movement, and public agencies. The Task Force in turn provided guidance and recommendations to the Metro Board of Directors.

The Coordinating Committee worked with the Metro and the Consultant Team to help plan

Task Force and CLC meetings and give input on meeting content and approach. The Committee had five members, including two from the Community Leadership Committee and three from the Task Force.

Working Groups (Community Engagement Strategy, Equity, and Zero-Emission Truck) were comprised of volunteers from the Task Force and CLC, along with occasional subject matter experts. The Working Groups were able to dive deeper into subject-specific recommendations.



Figure 3: Reporting Structure of the CLC, Working Groups, and Task Force. This graphic was presented to the CLC (in English and Spanish) during one of the early orientation sessions. The Project Team is defined as Metro staff and consultants.

CLC MEETINGS

Monthly CLC meetings were mostly held virtually, due to the COVID-19 pandemic, and occasionally in-person. In these meetings, the CLC would learn and give feedback to the Project Team about project technical information, findings, and recommendations. The CLC convened for 33 meetings between December 2022 and April 2024.

MEETING FORMAT

CLC meetings were strategically planned to be held prior to Task Force meetings so that Task Force members would receive an update with feedback and recommendations from the CLC. CLC meetings were generally held from 5-7pm on the third Thursday of each month. CLC members were also invited to participate in Working Group Meetings and attend Task Force Meetings.

Meetings were held virtually, except for two in-person CLC meetings and three combined CLC/Task Force meetings. These meetings were offered at locations in the community and some had virtual options. The general public was invited to attend Task Force and CLC meetings and were allotted time to comment.

LANGUAGE & TRANSLATION

Of the 26 members of the CLC, 4 members were monolingual Spanish speakers. Based on the composition of the CLC, it was imperative that Metro and the Project Team develop an equitable bilingual communication strategy. Metro and the Project Team provided all meeting presentations, materials, and communications in English and Spanish, and released all materials at the same time in each language to ensure the same amount of review time for all members. Metro and the Project Team decided at the CLC's inception that the CLC would have a technical team liaison to provide support throughout the process. A requirement of the CLC liaison was to be bilingual in English and Spanish. The liaison was responsible for seamlessly communicating all messaging in inclusive formats. Slides and meeting tools were formatted to fit both languages simultaneously, which was important so that equal presentation time was allotted to each language.



All materials and documents, including the project list, glossary, evaluation matrix and the final CMIP were provided in English and Spanish.

Each CLC meeting was offered in English with simultaneous Spanish translation. On the virtual platform, two interpreters were always present and six interpreters were available during in-person meetings. Eventually there was an interpreter for each person that required one so that they were not limited to Spanish-only breakout groups, though sometimes those were preferred. Using Zoom's interpretation channels, all meeting attendees had the option of using the Spanish interpretation channel to listen to the meeting's live translation through the interpreters. The interpreter performed simultaneous Spanish to English translation when monolingual Spanish speakers participated in the meetings. If comments were written in the chat, meeting facilitators read the questions aloud so the interpreters could translate them to the participants on the Spanish channel. If there was an exercise where an online tool was used to gather live comments from the CLC members, members of the Project Team would work in the background to live translate written comments on the screen as they were coming in from CLC members or provided on the Zoom chat.

ADAPTING & RESPONDING

As the project progressed, CLC meetings and shared materials became increasingly technical. In response to this, the team offered additional support and more consistent messaging to members.

Office Hours

Office Hours were made available to CLC members who wanted to dive deeper into the materials and ask questions of the technical team. Interpreters were available for general, drop-in office hours and scheduled Office Hours were conducted in the preferred language of the CLC member.

WORKING TOGETHER

Office Hours along with breakout groups during meetings helped encourage discussion and collaboration.

Project Newsletters

Another important shift in messaging occurred when Metro began sending consolidated, weekly project newsletters. While eBlasts and communication were always provided in English and Spanish, the Project Team began adding videos in English and Spanish to newsletters leading up to meetings and important milestones and consolidating content. These video messages helped explain upcoming meeting information in a more accessible medium.

Breakout Groups

In response to positive feedback from CLC members, breakout groups were used during CLC meetings. Monolingual Spanish-speaking members were often given the option of participating in a breakout group that was conducted and facilitated in Spanish.

COMMUNICATION

COMMUNICATION & TRUST BUILDING

Building trust early on and maintaining that trust was critical to ensure fruitful dialogue with the community. Given the project history, some community members came into the CLC process with skepticism and doubt. While eager to participate in the process, Metro and the Project Team had to work to rectify past harms by truly including CLC members in a transparent process.

The CLC Liaison

A critical component of trust building was the inclusion of a designated CLC liaison from the Project Team who remained a constant point-of-contact for all members. Being bilingual, receptive, and accessible were critical qualities that aided the liaison in this role. The CLC liaison attended and participated in all CLC meetings, opened every meeting and, when appropriate, answered questions relating to the project's progress. The CLC liaison also provided consistent communication in several forms (e-mail, text, phone, in-person visits, etc.).

Although CLC members received project newsletters and eBlasts, the CLC liaison followed up each email with a personal message to members. These bilingual emails offered simplified language and next steps.

All communication was written with a spirit of support, offering further assistance if needed to CLC members. The team also conducted periodic follow-up calls to members, especially in the beginning of the process. These calls helped provide context needed to allow CLC members to grasp difficult transportation planning and policy concepts. Calls were also made after meetings to clarify terms, concepts, and project milestones that needed further explanation.

As the process continued to evolve and the relationship between the CLC liaison and members grew, CLC members became receptive to receiving frequent text messages regarding upcoming meetings, survey requests, or additional support needed. The CLC liaison became a channel for CLC members to ask questions and voice concerns to Metro. In turn, they provided honest feedback to Metro and the Project Team which helped shape how, and sometimes what, information was disseminated during meetings and in materials. This communication and relationship allowed CLC members to feel heard by Metro throughout the process. Along with the CLC liaison, consistent facilitators and full Metro participation during CLC meetings, provided a personal touch to the process.

In-Person Meetings

Because this process began during the COVID-19 pandemic, early CLC meetings were held virtually. As meeting in-person became a safe option again, Metro and the project team offered hybrid meetings with CLC members, and with Task Force members on several occasions, as the lack of in-person collaboration between CLC members and the Project Team may have been negatively affecting consensus building. The option of attending meetings in-person gave CLC members a chance to more meaningfully engage with each other and more comfortably communicate with Metro staff. These meetings were essential to building trust between Metro and the community.

Meeting facilitators also provided spaces for collaboration and active participation. Depending on the meeting, interactive approaches were favored when asking for participation from all CLC members. These included round robin questions, where each member was called upon to share his/her thoughts, small breakout rooms, surveys, and polls.

THE IN-PERSON ADVANTAGE

The ability to pivot to in-person meetings and include a Corridor Tour allowed CLC members to create personal connections with each other, the Task Force, and the project team. In-person activities proved to be a vital step in building consensus between CLC and Task Force members.

Corridor Tours*

Tours of the project area gave CLC members a better understanding of conditions across the corridor and helped members build trust with Metro and within the CLC. The tours aimed to highlight mobility and safety needs and opportunities while also creating space for CLC members to engage with fellow members, the Task Force, and Metro while exploring how proposed projects could help shape communities across the corridor. Many CLC members mentioned that the corridor tours were one of the first opportunities they had to travel to different communities in the corridor, which helped them understand their fellow members' priorities.

Consistent, authentic engagement through these multiple forms was key. CLC members had to feel that this effort was not just to check off a box, but that their participation was meaningful and directly impacted the creation of the CMIP.

** Two optional corridor tours were held in June 2023, with a total of 24 Task Force and 9 CLC Members attending across the two tours.*

02

REFLECTIONS & RECOMMENDATIONS METHODOLOGY

REFLECTION INTERVIEWS

In order to inform the Reflections & Recommendations included in this report, the Consultant Team conducted interviews with representatives from the CLC, Task Force, Metro, and the CMIP Consultant Team to reflect on project successes, areas for improvement, and identification of key moments in the CLC process.* Starting one month after the adoption of the Investment Plan, interviews were held over a three week period and were conducted virtually with one or two interviewees at a time and two Consultant Team interviewers. Throughout the process, interviews were held with:

- 8 CLC Members, including 1 interview via email for accessibility, and 1 Spanish-language interview with 2 CLC Members
- 6 Task Force Members
- 5 Metro Staff
- 3 Consultants

The interviews were optional, lasting 1 hour for CLC members and 30 minutes for Task Force Members, Metro Staff and Consultants. CLC members were compensated for the time spent in the interview. The interviews were guided by discussion questions about the community leadership process. Discussion questions touched upon key themes including communication, resources provided, logistics, and lessons for future projects.

SURVEY FEEDBACK

In addition to carrying out select in-depth interviews, it was important to engage the majority of CLC members and hear broader reflections. A short online survey, which asked a subset of the interview discussion questions, was circulated to all CLC members at the same time as the interviews. The team received eight English language responses and two Spanish language responses. Together, the interviews and surveys captured the reflections of up to 70% of CLC members.

CBO PARTNER OUTREACH

The Consultant Team also reached out to Community Based Organizations (CBOs) that represent populations who were not part of the CLC to understand possible barriers to participation and ways to better integrate them in the future. An email asking CBO questions about engaging their constituents was sent to 76 contacts across 50 CBOs that were involved throughout the process. Two organizations responded with feedback that is incorporated into this report.

** CLC and Task Force members invited to interview were chosen because they were active throughout the project and represented different interest areas and backgrounds. The list of interviewees compiled also took into account different levels of familiarity with planning processes, different jurisdictions within the project area, and Spanish speaking members.*

In Their Own Words...

CLC members were motivated to join the CLC because of their personal and family histories in the Corridor.

"My family suffers from asthma... living next to the freeway."*

"I lived next to the on-ramp of the I-710."*

"I'm invested in good, safe, quality transportation [in the area] for economic development."*

"I have always felt that my community has been left out because of geography and a low voting rate."*

"It's important that Metro, lawmakers, governments, and agencies understand how it is to live along the 710, breathe in the air, experience the dirty rivers and suffer the health consequences...."*

"I approached the whole project with the lens of *what can I take back to my community.*"*

The CLC brought a unique expertise to Metro planning processes: that of lived experience & embedded community.

"The CLC is a body that really prioritized community perspectives in what is needed along the I-710 South Corridor." **

"It's a mind shift in understanding [community members'] value, expertise, and ability to engage in all parts of the process."***

"It was refreshing to see community at different levels and important to hear what the community members - outside of the typical stakeholders - had to say."**

"It created a bridge between Metro and the public to be able to understand how [Metro's] recommendations would be perceived by the public and to gain buy-in."***

* Quote from CLC member

** Quote from Task Force member

*** Quote from Metro Staff

RECOMMENDATIONS

RECOMMENDATIONS BY THEME

Key Takeaways that came up in the CLC reflection interviews, feedback surveys, and CBO email outreach are summarized on the following pages by theme. Recommendations are also provided for each theme. Metro staff is encourage to take these recommendations into account for community leadership processes in the future, whether they take the form of a Community Leadership Committee, Community Advisory, or a similar group.

Theme	Recommendations from			
	CLC	Task Force	Metro	Consultant Team
Application & Formation	✓	✓		
CLC & Project Team Communication	✓		✓	✓
Decision-Making & Power Dynamics	✓	✓	✓	✓
CLC & Task Force Report-Outs	✓	✓		
Compensation	✓	✓		
Engaging the Public*	✓			
Cross Pollination Within the CLC	✓	✓		
Understanding Technical Information	✓	✓	✓	✓
In-Person vs. Virtual Meetings	✓	✓		✓
Interactive Meetings	✓	✓		
Flow & Cadence of Meetings	✓	✓	✓	✓
Language & Translation	✓	✓		✓

* Also informed by CBO Partner Outreach

Application & Formation

Recommendations from...

CLC

TASK FORCE

What We Heard

Interviewees said that the application process was straightforward and one CLC member mentioned that the map of jurisdictions was helpful to understand the study area. Members found that the CLC was an appropriate size and representative of the diversity of the region. Many members appreciated that CLC membership was weighted to favor representatives who lived in more negatively impacted areas. A CLC member mentioned that it was beneficial to have unincorporated communities represented and said that the project content should also reflect their unique contexts. A CLC member did point out that the group was “fairly self-selected...leaning toward environmental justice folks.” Several CLC members provided recommendations for improving recruitment, including offering hard copy applications and targeting more “underrepresented communities including [more members with] disabilities and [who were] low income.” Finally, a CLC member suggested selecting alternates in case current members were unable to attend meetings.

Recommendations

1. Advertise the community leadership opportunity at Metro stations. *“Commuters tend to be more informed about issues surrounding Metro transportation.”*
2. Use news outlets to advertise the opportunity *“....more outreach in community news sources so that more individuals know about the project and can apply if interested.”*
3. Offer hard-copy applications.
4. Provide *“transparency on how the decisions were made in terms of who [is] selected”* by sharing quantitative scoring criteria for membership selection and reporting out in early meetings about the selection process, demographics, and characteristics of the group selected.
5. Conduct outreach to universities to encourage more youth (under 25) to apply for the CLC.
6. Recruit members with a disability, low-income members, and members with varied career backgrounds.

CLC & Project Team Communication

Recommendations from...

CLC

METRO

CONSULTANT TEAM

What We Heard

Every CLC member interviewed appreciated having a “CLC liaison” on the Project Team. This required a significant amount of staff time and there were differing views on whether this person should be from Metro or part of the Consultant Team. In addition, CLC members felt their voice was heard and respected by the Project Team, expressing gratitude for the presence of actively engaged Metro staff. A Task Force Member said that Metro leadership was respectful and “opened the door for more trust-building.”

Recommendations

1. Have a bilingual liaison who manages communication with CLC members and reports back to the project team. This person should also provide more detailed project information when requested from members to ensure members get necessary technical support. This person can bring up changes to the approach if they notice, for example, that additional work sessions would be beneficial.
2. Make sure Metro staff is actively engaged in communication and presentation delivery (not just the consultant).
3. Use respectful language and approaches to build trust and ensure efficient dialog.

Decision-Making & Power Dynamics

Recommendations from...

CLC

TASK FORCE

METRO

CONSULTANT TEAM

What We Heard

CLC members expressed confusion about the power dynamic and decision-making structure of the CLC and how it fit with the Task Force. One CLC member said that there was a disconnect when people felt like the CLC had the “final say” and that their votes went directly to the Metro Board, when actually the CLC recommendations were given to the Task Force, who then voted on the item. Some CLC members believed that if the CLC voted to not support various milestones, that it would change the outcome of the project. Several CLC and Task Force Members interviewed mentioned that the longstanding community relationships some CLC members had with other stakeholders impacted voting.

Recommendations

1. Create a clear graphic of the project's decision-making structure and review it in depth to ensure understanding.
2. Ensure a simple and easy-to-understand decision-making structure.
3. Consider offering an option to do closed voting at certain times (public voting statement, followed by a closed vote) so that community leaders feel less influenced by other stakeholders, rather they feel confident voting based on their own experience and goals.
4. Consider asking members about their affiliations and interest areas early in the project (i.e. during the application process).

CLC & Task Force Report-Outs

Recommendations From...

CLC

TASK FORCE

What We Heard

Interviewees pointed out that report-outs about the Task Force or CLC Meetings often felt too high-level and they often did not capture the nuance of discussions held. The report-outs also lacked a clear sense of the emotion and personal experience of the CLC/TF members. Task Force members interviewed would have preferred to hear from the CLC themselves, to be able to understand nuances and be able to ask questions.

Recommendations

1. Have CLC members provide report-outs to the body that they are advising (e.g. Task Force, Board, etc.) for back-and forth questions and conversation, which would build a mutual connection and culture of respect.
2. Provide CLC members the opportunity to speak to the group and present.

Compensation

Recommendations from...

CLC

TASK FORCE

What We Heard

Using Metro’s Advisory Body Compensation (ABC) Policy was a key way to show that Metro valued CLC members’ time and expertise. When asked about compensation, most CLC members who were interviewed said that they would have participated without compensation or with a different compensation structure, but found that it had a significant positive impact. They acknowledged that every CLC member was in a different place financially. A CLC member stated that “people benefited” from the project and another described how their “participation was greater” because of the payment. A Task Force member added that the compensation offsets costs that CLC members are bearing for having to participate, such as child care or missing work.

Recommendations

1. Outline the ABC Policy at the beginning of the project, including pointing community members to Metro Finance staff to clarify taxes and any other technicalities.
2. Clarify that people can choose to opt-out or accept less compensation. The ABC policy has an option for opt-out or sliding scale compensation.

Engaging the Public

Recommendations from...

CLC

ADDITIONAL CBO CONTACTS

What We Heard

Wider public engagement took place during the project idea collection process (after the vision, goals, and principles of the project were established) and once there was a draft plan. Some CLC members pointed out that they felt the absence of wider community engagement at the beginning of the project, ultimately suggesting that the community meetings should have happened earlier in the process. Engaging the broader public was also a key theme that was mentioned by CBOs. Respondents suggested lowering barriers to meeting attendance by offering “stipends for participants [and providing] childcare.” They also shared general best practices for wider public engagement, which are included in the recommendations.

Recommendations

1. Engage a wide range of “community members toward the beginning and during the later stages of the project (when project components and key milestones have been developed).
2. To engage with other community partners, “lower the barrier of entry by providing translation services, childcare, and transit-accessible locations for in person meetings,” in addition to offering compensation.
3. Close the feedback loop by “always sharing a follow-up report to the community with specific goals and next steps.”
4. Partner with community groups that do outreach with vulnerable populations (e.g. youth, older adults, people with disabilities, etc.) “so that they can provide input on issues that affect their quality of life.”

Cross Pollination Within the CLC

Recommendations From...

CLC

TASK FORCE

What We Heard

While some people were able to collaborate in small groups with other CLC members, many people interviewed said that the CLC could feel distant and wished there had been “more opportunities earlier on to congregate.” The CLC “didn’t spend enough time comparing notes,” especially if they didn’t have connections to other stakeholders in the project. Several CLC and Task Force members felt like without knowing about other members’ backgrounds and interests, there was a missed opportunity to understand the varied expertise CLC members brought to the table. They stated that more collaboration would facilitate peer-to-peer learning and a more successful community leadership process overall.

Recommendations

1. Consider creating a directory so that community leaders can put a face to a name and understand each other’s background and motivations for joining the project.
2. Consider allowing CLC members to opt-in to share their contact info for other CLC members to be able to contact them.
3. Create thematic focus groups, office hours, or other small groups, as appropriate.

Understanding Technical Information

Recommendations From...

CLC

TASK FORCE

METRO

CONSULTANT TEAM

What We Heard

Many CLC members said that they appreciated the ample resources provided by the Project Team. Project team members and CLC members said that the meeting topics became increasingly technical and the materials became harder to digest as the project went on. A CLC member said that the CMIP was “overwhelming,” with “academic jargon around the health metrics/criteria”. Another CLC member said “we had a lot of materials, that wasn’t the issue,” but they found that technical resources like the color coded evaluation criteria were not “user friendly.” A CLC Member said “some people have a research background and approach things differently,” referencing a

24 perceived difference in expertise.

Recommendations

1. Create a standardized ‘Metro Planning 101’ curriculum that helps ‘level the playing field’ and empowers community leaders without Planning experience to gain a baseline understanding of key topics and be able to participate more deeply.
2. Start the community leadership process before any Task Force process, if there is one, since there is more information and baseline learning to ‘catch up’ on.
3. Simplify language and resources presented, wherever possible. Use simple, clear layouts for technical resources and documents.
4. Consider offering different roles for members in the community leadership group, including roles for a more light-touch review as well as a more technical review.

In Their Own Words...

CLC Members often felt like the technical information led to confusion and an unequal dynamic.

"Some people come from a research background and... approach things a little different, but you also have lay people... you don't want to lose them"*

"The list of projects became overwhelming..."**

"I think it was just two different worlds where some of us know more than others. It would be better to have more time explaining and giving instructions before jumping in."*

"Some of that stuff was heavy in policy... so I wondered how much the community actually [understood]."*

"You come from a different level than most of us that you were working with. So that's...why I think you lost some of us."*

There needs to be a way to 'level the playing field' so that CLC members can more deeply participate.

"You need a crash course so that they're able to take it in and understand before they have to give back their feedback."***

"What if Metro and Cal State Long Beach created a community leadership training program... We need to get CLC members more confident in engaging in a creative and positive way."**

"Metro just in general should offer a Planning 101 Academy...because when it comes time to make some of these difficult decisions, people don't feel like they're equipped with the right information...and tools..."*

"Transportation Planning 101, Project Development 101, Community Health 101. In some cases, the agency reps need to be educated on certain topics."**

"Tutorial sessions would be a helpful way to educate people... in addition to peer-to-peer learning."*

* Quote from CLC member

** Quote from Task Force member

*** Quote from Metro Staff

In-Person vs. Virtual Meetings

Recommendations From...

CLC

TASK FORCE

METRO

What We Heard

Several CLC members suggested that stronger connections between members should have been fostered. They found that in-person meetings set a great tone for collaboration and appreciated the field trips and workshops. While everyone appreciated the virtual option for convenience and thought it was the best option for the regular meetings, there was a shared desire for more face-to-face communication. Outside of pandemic restrictions, it would be ideal to convene in-person meetings at key points throughout the process. Many people, however, acknowledged the challenge of meeting in-person with a large project area.

Recommendations

1. Prioritize in-person gatherings at the beginning of the project, not only when a tense subject comes up. This can humanize the process and establish a culture of collaboration, breaking down barriers between community leaders that don't feel like they have much in common.
2. Conduct site visits and field trips which can ignite conversation and collaboration among community members, while showing and interacting with real-life project examples.
3. Overestimate meeting times, adding a buffer and ending earlier, if possible.

Interactive Meetings

Recommendations From...

CLC

TASK FORCE

What We Heard

Some of the CLC members found that there was "too much listening," rather than the CLC having a chance to share input, and they wanted to add more time for discussion. Regarding virtual meetings, interviewees were very supportive of breakout rooms, saying that they "got steam rolling," and "round robin" discussions encouraged people to speak up. The Chat feature was seen as a crucial tool to accommodate people with disabilities. Although most people felt like the meetings could be rushed and needed more time, some interviewees pointed out that there is a threshold (about one hour) when people stop paying attention during virtual meetings.

Recommendations

1. Use breakout groups and round robin discussions whenever possible to simulate an in-person meeting style and encourage people to speak up and collaborate.
2. Limit presentation segments and break up dense topics with interactive components.

Meeting Cadence & Project Timeline

Recommendations From...

CLC

TASK FORCE

METRO

CONSULTANT TEAM

What We Heard

Feedback regarding meeting cadence and project timeline was varied. Many CLC members we spoke to or heard from in the survey expressed frustration with the fast speed of the meetings, especially at the end of the process. A Task Force Member said “we got all the technical information and we were out the door.” Regarding meeting cadence, for the most part, the monthly format worked for participants, but some CLC members and Metro staff said that at key moments, it was necessary and appreciated when the group met more frequently, since it was a complex project. Smaller scale projects may not need to meet as often or call additional meetings so it is important to right-size the meeting flow and overall project timeline to the scale and type of project. Consultant team members said that the timeline could have been shortened by doing consensus building and conducting votes less often. Overall, a uniting theme was that the project timeline must be more transparent at the project onset.

Recommendations

1. Consider establishing a monthly meeting schedule that does not require project documents to be shared beforehand. Instead, explain materials in the meeting for the first time, then offer office hours, and voting at the next meeting. This could create a cycle of “introducing, understanding, then voting.”
2. Set out a clearer overall project schedule and duration at the beginning. Also ensure that the schedule factors in enough time for additional outreach via Office Hours and other workshops.
3. Project timelines may change. Whenever you extend the process, communicate the reasoning behind the change and ask if community leaders are willing to continue. Aim to achieve a balance that accommodates both constrained schedules and time for meaningful community interaction.
4. Meeting cadence will vary depending on complexity and size of project. For larger projects, monthly meetings may be warranted. For smaller projects, meetings can be held in phases, for example during the Project Introduction, Visioning, Vetting Strategies, and Plan Finalization. Sometimes more frequent meetings are necessary to add into the process to respond to specific project needs.

Language & Translation

Recommendations From...

CLC

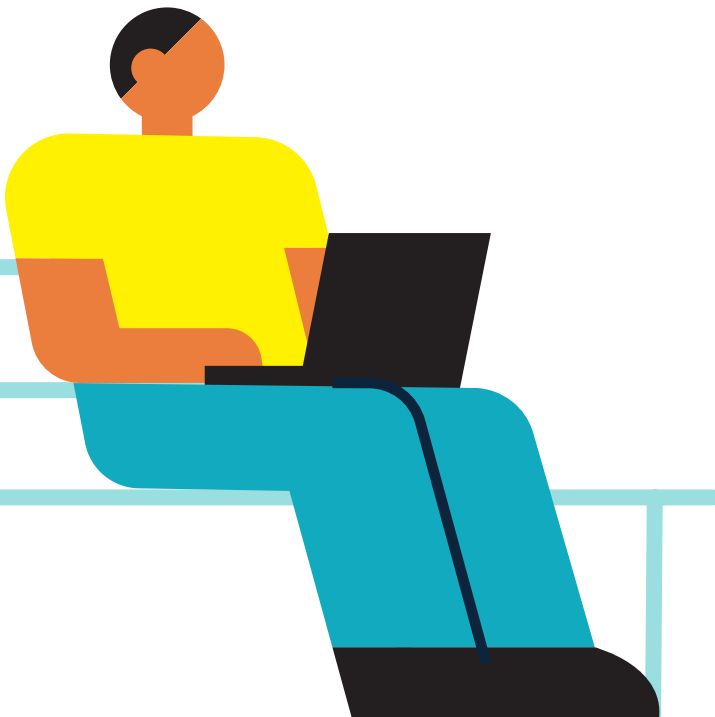
TASK FORCE

CONSULTANT TEAM

The CMIP was one of the first Metro projects to pilot translation and interpretation at such an extensive level. The integration of monolingual Spanish speakers was considered a measure of success of the project, but one that could still be improved. Monolingual Spanish speakers interviewed recognized the effort that the Project Team put in to establish good communication. At the same time, they thought the CLC meetings were fast-paced and didn't allow for ample time for interpreters to translate or for monolingual Spanish speaking CLC members understand concepts and ask questions. During the highly-technical Evaluation Phase in particular, monolingual Spanish speakers felt that the more technical content required more trust in the Spanish translation itself than true understanding of the topics.

Recommendations

1. (For facilitators) Slow down and pause when talking in meetings to ensure there is enough time for interpreters to translate in real time.
2. (For facilitators) Allow for plenty of time to for members to understand, process, ask questions, and provide input so that non-English speakers can fully participate.
3. Incorporate more in-person meetings to encourage better understanding in multiple languages.
4. **Use the same group of interpreters/translators for meetings and written translations to ensure more consistent messages and technical translations across all collateral. Ensure these participants are well-versed with the community and contract local interpreters whenever possible.**
5. Always request no less than two interpreters for meetings so they can switch off throughout the meeting and provide effective consecutive interpretation.
6. Create a project glossary in relevant languages so interpreters, translators, and Project Team members can use consistent language. The glossary also helps community members understand technical terminology.
7. Use accessible language that takes into consideration how terms will translate during the content creation process.
8. Use special caution and think strategically about presentation slide format when providing bilingual slides. Try not to have too much text on each slide.



**“It’s important that Metro,
lawmakers, governments, and
agencies understand how it is to live
along the I-710 South, breathe in the
air, experience the dirty rivers, and
suffer the health consequences.”**

- CLC member



DECISION-MAKING

ANALYSIS OF DECISION-MAKING PROCESS

Consensus-building was a key part of the CLC process to help ensure effective decision-making and collaboration. At the onset of the project the Project Team established the Charter and Governance Structure Working Group to determine guidelines and agreements for each of the advisory bodies. This Working Group also established the Consensus-Building Model and Decision Making Model to help provide clarity for future votes. **Future Metro projects may benefit from implementing a consensus-building model and can draw from the Five Step model used in the CLC and Task Force.**

The Consensus-Building Model helped the CLC understand the various nuances of support or disagreement that individuals had. The idea was to understand, even in the

absence of unanimous agreement, what the general consensus of the group was, during discussions and prior to the vote. As per the Consensus-Building Model, the Project Team introduced a discussion topic, followed by a draft voting statement, if applicable. CLC members were then asked to share their perspectives on the proposal statement. Through an iterative process, the Project Team revised the voting statement to accommodate concerns until a majority of the group actively “supported” the proposals or found it acceptable enough to “live with” the proposal as indicated through a Test for Consensus. After this Consensus-Building approach was carried out, the CLC could then vote to finalize a set of recommendations to take to the Task Force. For the CLC, these Tests for Consensus were not always followed by a formal vote; in some cases the results of the Test for Consensus were shared with the Task Force directly.

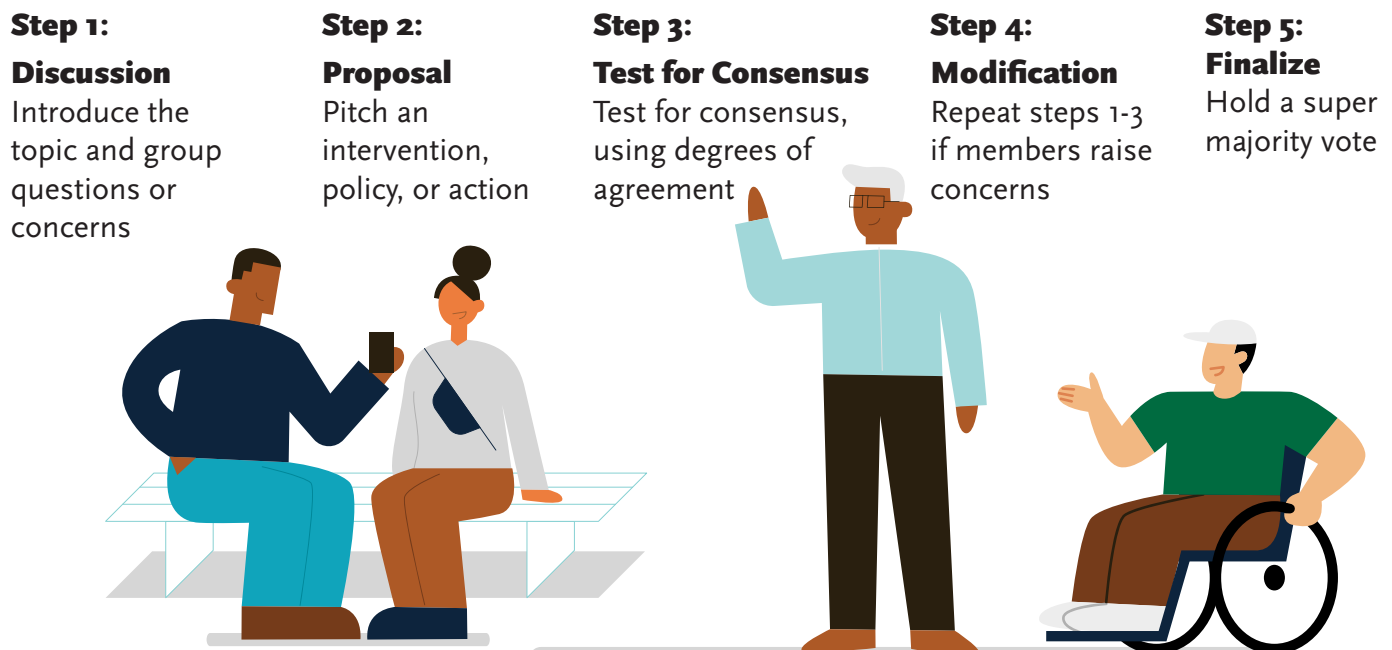


Figure 5: Five Step Consensus Building Model

COMPARATIVE ANALYSIS OF DECISION-MAKING PROCESS

Other processes can provide insights into alternative approaches to group decision making. The matrix below includes and adds to the four types of group decision-making as is described in the Public Participation Fieldbook (Bryson, J.M. & Carroll, A.R., 2007) and organizes them by the extent to which they

result in community control (horizontal axis) and capacity building (vertical axis). Capacity Building is defined here as the ability to empower the community with knowledge of the project and its outcomes. Metro is encouraged to continue using consensus for decision-making processes shown on the upper level.

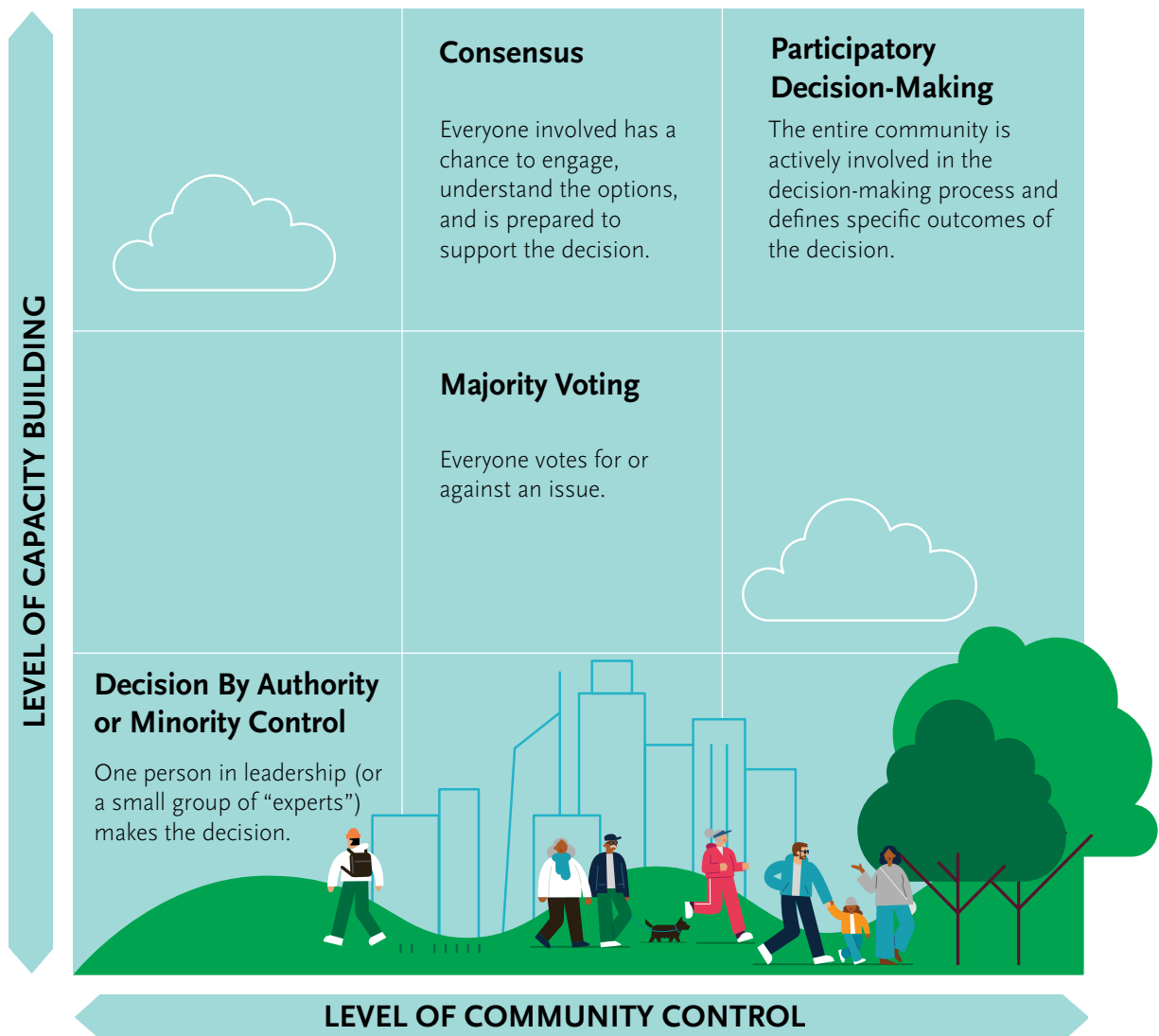


Figure 6: Four types of group decision-making, as described in the *Public Participation Fieldbook*

Examples

Decision By Authority or Minority Control

New York City DOT and the Mayor decided to redesign streets, lower speed limits, and increase enforcement without major community input.

Majority Voting

In 2016, LA County voters decide to approve Measure M after receiving information on proposed projects, costs, and benefits.

Consensus

The CLC and Task Force build consensus during the LB-ELA CMIP process.

Participatory Decision-Making

Some wards in Chicago use participatory budgeting to allow residents to propose and vote on transportation projects.

04

RESOURCES

OVERVIEW

The CMIP, which piloted the CLC model in a planning process, has set the stage for Metro to continue its commitment to community leadership in future efforts.

This section contains resources to help Metro project managers establish a community leadership process for future projects. The resources in this section are sourced from materials that were developed during the CMIP process. Some of the materials in this section have been updated to reflect lessons learned and insights gathered through interviews with CLC members, Task Force members, Metro staff, and the consultant team.

ADAPTING THE CLC MODEL

The LB-ELA CMIP is a unique project stemming from a long and contentious history. Not all projects that Metro works on will have the same needs. The resources included in this report can be used by Metro staff and extrapolated for a variety of scales and sizes of efforts. During the CLC, Task Force, Metro Staff, and consultant interviews, participants were asked how the CMIP's community leadership model could be adapted to projects at different scales.

RECOMMENDATIONS

1. Assessment of the project geography and local context should inform how extensive and how complex the Community Leadership component should be. For smaller, less intensive projects, you will likely need less groups, committees, and advisory bodies, meeting less often.
2. For more complex projects, consider making the CLC the main body and have a technical advisory committee support the project. "You could tailor their [CLC] work and focus so it wouldn't be as hard to educate people, get them up to speed, and work toward a clear goal."

TYPE OF PROJECT	SMALL Site-specific, <1 year, e.g. Station Redesign.	MEDIUM City-wide, 1+ year, multimodal, e.g. Active Transportation Plan.	LARGE Many jurisdictions, 1+ year, multimodal, e.g. Corridor Mobility Investment Plan.
APPLICATION PROCESS	Open Call	Application & Ranking System	Application & Ranking System <i>Suggested Addition:</i> Interviews
# OF MEMBERS	10+ (At least 1 per jurisdiction or interest area)		~30 (Consider more than 1 per jurisdiction or interest area, based on relative population)
MEETING CADENCE	1 Visioning 1 Methodology 1 Project Identification 1 Final Draft Review	At least Quarterly	Monthly
TRANSLATION	Project Glossary Document & Presentation Translation		Project Glossary Document & Presentation Translation CLC Liaison Live Interpreters (2+)
CORRESPONDENCE	Email Text/Call (As Needed Basis)	eBlasts & Email Text/Call Reminders	Project Newsletter eBlasts & Email Text/Call Reminders

Figure 7: Matrix showing different resources recommended for different project scales. Projects can be defined as Small, Medium, and Large depending on things like duration, scope of work, budget, involved stakeholders, community history, and geographic coverage.

REFERENCE MATERIALS

The following section includes a variety of resources that can be used when setting up future projects. These resources can be edited and built upon by Metro staff in future projects of varying scales. Resources include:

- A** Example Scope Language
- B** Recommended Milestones & Example Schedules
- C** Application Parameters & Sample
- D** Agreements Parameters & Sample(s)
- E** Project Charter Parameters & Sample
- F** Correspondence Samples
- G** Membership Logistics & Sample Communications
- H** Project Glossary



Scope Language

RECOMMENDED ELEMENTS

When developing a scope of services for consultant support in community leadership for a project, the following tasks and deliverables can be considered for inclusion. These examples are not exhaustive and should be tailored to each project.

Task 1: Community Leadership

The Contractor will be responsible for leading the Community Leadership process in coordination with Metro. The process will be informed by the Metro Equity Platform to ensure racial, gender, and socioeconomic disparities are addressed in the proposed outreach process.

Task 1.1 Selection Process

The Contractor will be responsible for leading the recruitment and selection of community leadership members to join a Community Leadership Committee (CLC). The Contractor will, in coordination with Metro, design and manage the application and draft the eligibility criteria. The Contractor will also design fliers or other materials to promote the application opportunity. Metro will work with the consultant to connect with local Community Based Organizations, community services, broadcast channels, and transit agencies to promote the application. Applications will be offered digitally and in hard-copy and will be available in all relevant languages, based on project area demographics.

Deliverables

- 1. CLC application materials.
- 2. Selection and scoring criteria.
- 3. Promotional materials for the application.
- 4. Conduct outreach activities to recruit members.

Task 1.2 CLC Meetings

The Contractor shall, in coordination with Metro, schedule and facilitate recurring meetings with the CLC to effectuate the project work plan. These meetings should be interactive, effective in achieving the goals of the meeting and adapted to the knowledge of the group. The Contractor will develop all meeting materials and provide them to Metro for review before meetings. All materials should be translated in project-specific relevant languages, and live interpretation should be available at all meetings, as needed. Office hours and other ad-hoc meetings may also be required.

Deliverables

- 1. 1 information session and 2 orientation sessions, with in-person options. Meeting agendas and notes submitted electronically.
- 2. 12 monthly meetings with meeting agendas and meeting notes submitted electronically.
- 3. Various tools and materials to support interactive components of meetings.
- 4. Office hours and ad-hoc meetings (as necessary).
- 5. Glossary of key project terms.

Task 1.3 Informational & Educational Materials

The Contractor shall provide comprehensive, digestible and educational materials pertaining to the project topic and tailored to the diverse CLC audience. This may include training and capacity building materials, e.g. Planning 101 or Project Development 101 workshops.

The Contractor will also be responsible for ‘translation’ of detailed technical analyses into simplified and accurate information in the languages relevant for the project.

Deliverables

1. Informational brochures/pamphlets, educational presentations, infographics explaining technical processes in the project, and videos illustrating key points.
2. Digital content for use on Metro website, including project documents, invites, etc.
3. Training materials for Workshops.
4. FAQ document addressing common inquiries.

Task 1.4: Translation & Interpretation Services

The Contractor and Metro should work in partnership to translate all materials into languages other than English, as necessary. All translations must be internally reviewed by Metro and Contractor must build in working days into the production schedule for this review of translations. A long or complex document may require up to 10 days and a shorter document may require as few as 2 days.

Meeting interpretation should also be provided, It is recommended that there are at least 2 interpreters for meetings and that they use consistent language as defined in a glossary for the project.

Deliverables

1. Community engagement materials in English and relevant languages based on project area demographics.
2. Interpretation services for relevant languages based on project area demographics.

B

Recommended Milestones

COMMUNITY INTEGRATION TIMELINE

While every project is different, there are several milestones that can be used as a reference for future Metro planning efforts. The timeline below highlights key milestones from the CLC process, and it takes into account the reflections and recommendations discussed in this report. Note that some milestones may be jointly covered

in one meeting. See the following pages for example schedules. You can use this timeline as a guide when developing scopes and project workplans. As a reminder, be sure to check in regularly throughout future projects to see how community leaders feel about the format of meetings and ways to improve your approach.

Orientation

- Meet with selected applicants to introduce members to each other and to the project team, present project goals, member bios, CLC responsibilities, and key milestones.
- Introduce agreements compensation, and Project Charter. Clarify any compensation questions.
- In-person meetings highly recommended for orientation and first meeting.

Planning 101

- Provide educational content for people less familiar with project topics.
- May include a glossary of key terms and other information so that members can fully engage.
- Make materials fun and interactive!

Application

- Open call or application released (3-4 week window) with reminders.
- Opportunity promoted through existing community channels.
- Project team or Task Force select applicants based on quantitative criteria, using a scoring matrix.
- Team may interview applicants.

Agreement & Charter

- Discuss compensation options and limitations and expectations for participation.
- Community leaders have up to a month to review and provide feedback on the Project Charter and to read contracts. Community leaders sign MOU.
- Community members may opt in or out of compensation and sign related paperwork.

Blue tape indicates that guidance and/or templates for this milestone are included in this report.

**Indicates that this milestone should include a Test for Consensus or Vote.*

Vision & Goals*

- Co-create a Vision Statement, Goals, and Principles for the project. Refer to Metro's [Equity Planning and Evaluation Tool \(EPET\)](#) for guidance.
- Community review and feedback on Project Vision & Goals, Guiding Principles, or other related items.
- Cross-pollinate between community leadership group and the Task Force, if applicable.
- Use break-out groups, round-robin sessions, and conduct in-person meeting(s).

Draft Plan Review*

- Community leadership group reviews and advises on Draft Plan.
- Consider topical or geographically-based break-out groups. Can hold Lunch-and-Learns or other sessions to explain recommendations and answer questions.
- Send materials at least a week before the meeting so members have time to review them prior.

Correspondence

- Send out regular correspondence to CLC members via email, text message/phone call, and newsletters, using templates.
- Designate a CLC liaison to respond to any questions, comments or feedback from CLC members outside of meetings, throughout the project.

Project Development*

- ***This is the “meat” of the project, and should take up the majority of the project timeline.***
- Community leadership group meets regularly to review and advise on project components, prioritization, and design recommendations.
- Hold office hours regularly and consider break-out groups during meetings so community members can ask questions and work through items together to increase understanding.

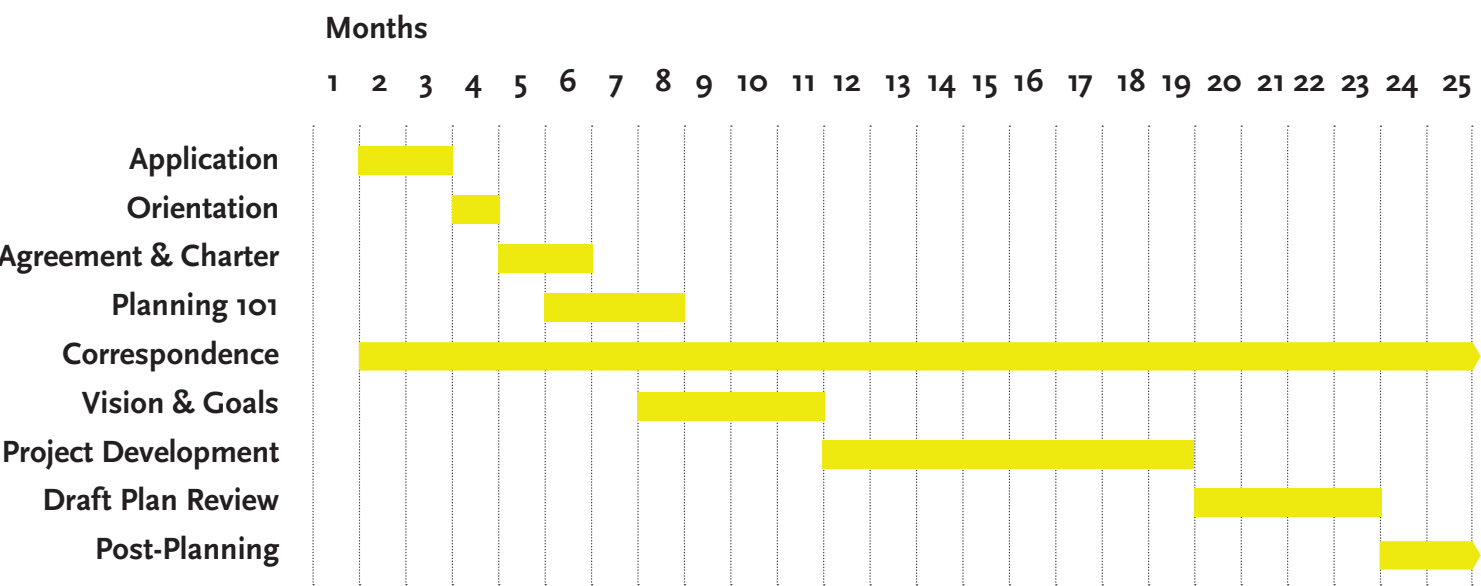
Post-Planning

- After the project, continue communication with community leaders, to update them on progress or invite them to participate in ongoing working groups.
- Reflect on lessons learned and changes you and community leaders would like to make for future processes.

Example Schedules

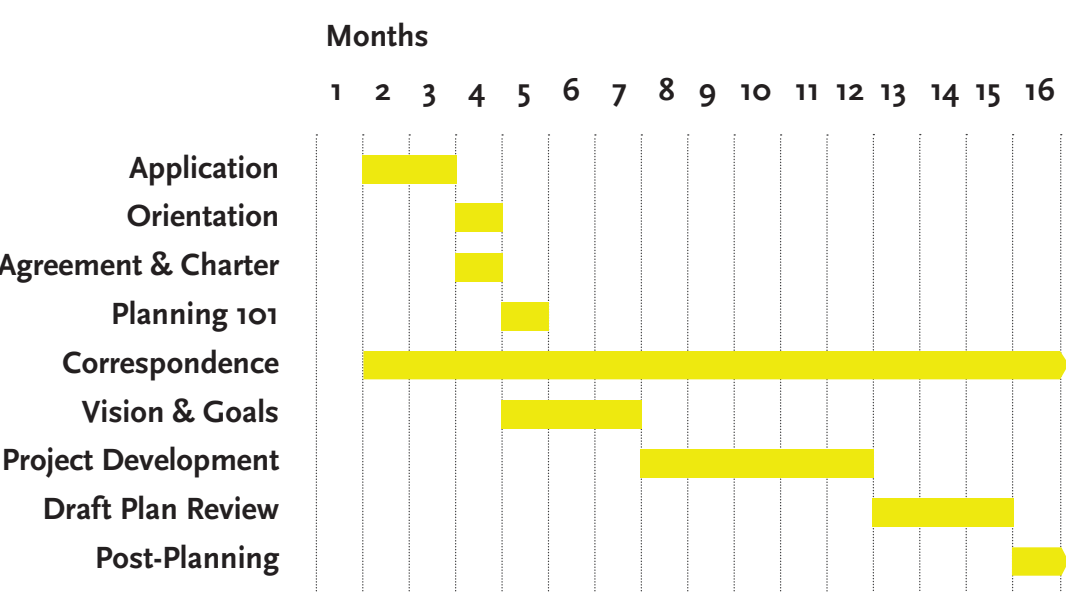
LARGE PROJECT

Many jurisdictions, 1+ year, multimodal, e.g. Corridor Mobility Investment Plan



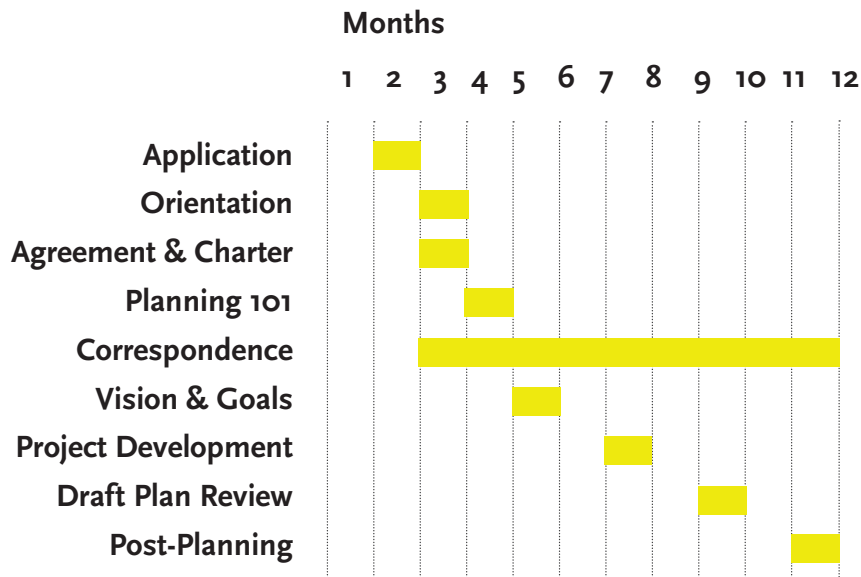
MEDIUM PROJECT

City-wide, 1+ year, multimodal, e.g. Active Transportation Plan



SMALL PROJECT

Site-specific or neighborhood area, <1 year, e.g. Station Redesign



C Application

APPLICATION PARAMETERS

Applications should be written in clear, simple language, translated into the languages spoken in the project area, and disseminated virtually

and through hard copy. Applications should use project branding and should include the following components:

INTRODUCTION	• Describe project background and goals. • Define Community Leadership Committee purpose/goals.
RESPONSIBILITIES	• Summarize committee responsibilities. • Provide a time estimate for commitments expected (e.g. approximately 2 hours per month). • Provide a project and participation timeline.
COMPENSATION	• Clearly describe compensation and Metro's ABC Policy, as it applies to the project.
QUALIFICATIONS	• Succinctly (bullet point) list qualifications for applying, e.g. "Must live in study area." • List preferred qualifications, e.g. "engaged and connected to broader community networks."
INFORMATION	• Request information from applicants, e.g. address, community affiliations, preferred meeting times, preferred language, demographics, etc. • Include both qualitative and quantitative questions. Make sure qualitative questions are "scorable."
SELECTION CRITERIA	• Provide link to selection criteria summary that outlines how applicants will be chosen.
SELECTION PROCESS & THANKS!	• List all key dates in the selection process, e.g. application deadline and notification period. • Thank applicants for their time.

APPLICATION SAMPLE

An application should be offered online (e.g. using an online survey platform) and in hard copy. It should include details about the project and use simple language. The sample below shows the CLC application introduction page.



Metro I-710 South Corridor Community Leadership Committee (CLC) Application

Haga clic aquí para español | ចុចទីនេះសម្រាប់ភាសាខ្មែរ | Mag-click dito para sa Tagalog

The I-710 South Corridor Community Leadership Committee (CLC) is being established by Metro to create a direct participation mechanism and a continuous channel of communication between residents of and workers in the impacted communities along the I-710 South Corridor and the 710 Task Force. The CLC will advise the 710 Task Force throughout its process on goals, proposals, and recommendations. The CLC will also “ground-truth” (verify) data and findings, advise on community engagement efforts and take an active role in supporting the 710 Task Force’s work to engage with a broad base of local community members.

Metro is seeking a diverse and committed group of community members representative of the I-710 South Corridor to participate in the CLC from March to December 2022 for approximately 4-6 hours per month.

⏱ Takes 5 minutes

Start

press Enter ↵

Metro Project Branding

Multiple Languages Offered

Purpose of CLC

Responsibilities

**ACCESS SAMPLES
AT THIS LINK**



Figure 9: Original CLC application

D Agreements

AGREEMENT PARAMETERS & SAMPLES

In accordance with the Metro Advisory Body Compensation Policy (ABC Policy), community leaders are required to fill out the ABC Policy agreement, which is tailored to each project. The agreement outlines requirements to receive payment and allows the advisory body member

to opt in or out of receiving payment. All CLC members were also required to submit tax and payroll forms. Metro project managers can reach out to equityandrace@metro.net for the latest version of the agreement.



Los Angeles County
Metropolitan Transportation Authority

Metro™

LACMTA Compensation Agreement for Advisory Body Members

Contingent upon continuous fulfillment of the roles and responsibilities identified in the I-710 South Task Force Charter and confirmed attendance at meetings, advisory body members are eligible for compensation on a per meeting basis under LACMTA's Advisory Body Compensation Policy.

The compensation tier is a rate of \$200 per meeting for each **I-710 South Corridor Task Force Meeting** for regular advisory body members and \$175 per meeting for alternates. The compensation rate for subcommittee (working group and coordinating committee) meetings is \$50 per meeting. The maximum compensation for eligible advisory body members is \$5,500 for regular members and \$4,900 for alternates per fiscal year. I understand that attendance taken at each meeting will be used to issue payment. Members will not be compensated for meetings they do not attend. It is their responsibility to confirm their attendance at each meeting or correct any errors in regards to documenting their attendance.

The Policy excludes LACMTA employees and any public agency, Councils of Governments, or elected office staff who serve on advisory bodies as part of their professional role. Members who 1) work for a contractor or organization holding an active contract with LACMTA and 2) participate or are listed in the contract activities, while serving on an advisory body are not eligible for advisory body compensation for the duration of the contract. This applies to all contractors, including non-profit organizations and community-based organizations. Once no longer under contract with LACMTA, an advisory body member may receive compensation.

Advisory body members are independent, and no language in this Compensation Agreement shall be construed to create the relationship of agent or employee, as between an advisory body member and LACMTA. Advisory body members shall not be, or be construed to be, the employees or agents of the LACMTA.

Statement explaining the ABC Policy

**ACCESS SAMPLES
AT THIS LINK**



Los Angeles County
Metropolitan Transportation Authority

Metro

For Eligible Members:

I elect to do the following with the compensation I am eligible for as a member of the advisory body:

- ☐ Opt-in to receive compensation as part of my term on the advisory body
- ☐ Opt-out of receiving compensation as part of my term on the advisory body

For Ineligible Members:

- ☐ I acknowledge that I am not eligible due to: _____

_____.

Member Name

**Advisory Body Administrator
Name**

Member Signature

**Advisory Body Administrator
Signature**

Date:

Date:

Figure 11: *Metro Advisory Body Compensation Policy Agreement.*

E Charter

CHARTER PARAMETERS

The Project Charter defines the why, who, what, when, and how of a project. For this project, the Project Charter outlined the purpose and goals of the CLC, membership criteria, decision-making protocols, and planned milestones. The Project Charter should be developed by the Project Team

based on the scope, and stakeholders can workshop each component before agreeing to the Charter. The Project Charter should be referenced throughout the project and can be officially amended by members, if needed. The charter should be concise (under 20 pages) and incorporate visual aids.

PURPOSE & GOALS	- Describe purpose and goals of the leadership group. - Identify project milestones, e.g. develop vision and Goals, Confirm Prioritization Criteria, etc.
LOGISTICS	- Describe meeting structure and membership criteria. - List project duration and time commitment expected, e.g. quarterly or monthly meetings, 2 hours/month. - Detail compensation per Metro's ABCP. - Differentiate between public and community leadership participation. - Describe protocol if someone misses meetings, leaves, or there are other vacancies.
ORGANIZATIONAL STRUCTURE	- Outline group and committees structures. Include the following specifications for each: ✦ Composition: membership and rules. ✦ Leadership: how CLC organized, who is involved. ✦ Relationships: to the other groups/committees. ✦ Meetings: type(s), format, frequency, and purpose.
DECISION-MAKING MODEL* <i>* For more information on Project Decision-Making Models, see Section 3.</i>	- Describe the model that will be used, e.g. 5-step decision-making model. - Define roles for members and designated alternates. - Lay out parameters for voting, e.g. anonymous or open voting, thresholds for passing votes, how abstentions "count," etc.
WORKPLAN, CHECKPOINTS, AND DELIVERABLES	- List the overall work stages for the project. - List planned public comment periods. - List the expected consensus checkpoints and or votes. - Describe the expected end product(s), e.g. final report, materials for board presentation, etc.

CHARTER SAMPLE

The Charter is a front-facing document that should be translated into multiple languages. The sample below is from the CMIP. A Project Charter should be project-specific and all of the sample Charter elements should be compiled using the unique scope and parameters of the project.

I-710 SOUTH CORRIDOR PROJECT

The 710 Task Force convenes various meetings with Task Force Members and members of the public. Exhibit B – *710 Task Force Meeting Descriptions* outlines the various meeting types, frequency, purpose, membership, and meeting format. The green color outline indicates opportunities for the public to provide comment and input directly, while the gold color outline indicates opportunities for the Community Leadership Committee (CLC) to participate directly.

710 Task Force Meetings	Coordinating Committee Meetings ^a	Community Leadership Committee (CLC) Meetings ^a	Working Group Meetings	Listening Sessions and Other Community Meetings
> Frequency: Monthly > Purpose: Discuss and come to consensus on recommendations > Members: Up to 50 representatives from a broad cross-section > Format: Public Webinar	> Frequency: Monthly, one week following each Task Force meeting > Purpose: Plan meetings and support CLC and 710 Task Force > Members: Three Existing Task Force members and Two CLC Members > Format: Internal Teams or Zoom Meetings	> Frequency: At least once a month and will be open to the public, including opportunities for public comment and engagement > Purpose: Advise on 710 Task Force proposals and recommendations > Members: Residents from the Project Area > Format: Internal Teams or Zoom Meetings	> Frequency: As-needed > Purpose: Research and analyze specific issues to develop proposals and recommendations for consideration by the 710 Task Force and CLC > Members: No more than 25 710 Task Force and CLC members > Format: Internal Teams or Zoom Meetings	> Frequency: Regularly scheduled throughout the process in alignment with project phases > Purpose: Share updates and hear directly from community members > Audience: Stakeholders along the I-710 South Corridor > Format: To be determined

^aCoordinating Committee (previously called the Executive Steering Committee)

Exhibit B: 710 Task Force Meeting Descriptions

Coordinating Committee (CC)

Purpose

The purpose of the Coordinating Committee (CC) is to work with Metro and Caltrans staff to plan Task Force meetings and to support the work of the Community Leadership Committee (CLC), working groups, and other Task Force activities as described above in Exhibit B.

Composition

The CC will be comprised of five members, including two members from the CLC and three members from the Task Force. The three Task Force members will include one representative elected by the Task Force members from each of the three groups of members:

- > Community-Based Organizations
- > Cities/Governmental Agencies

Lays out meeting structure

Infographics

Describes roles & responsibilities

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Figure 13: Original Task Force Charter for the LB-ELA CMIP.

F Example Correspondence

DIGITAL NEWSLETTER

Digital newsletters were developed by the Project Team using Flodesk and sent out to the Task Force and CLC members every week. Newsletter messages were addressed from a Metro team member, used the LB-ELA CMIP project branding, and included icons and photos. While future Metro project correspondence may be shared with a different frequency, consider consolidating your information

into a “newsletter” format like the sample below to make it easier for participants to see all information in one place. Newsletters may include the following items:

- News, interesting facts, resources
- Meeting schedule
- Link to project website
- Project team contact details

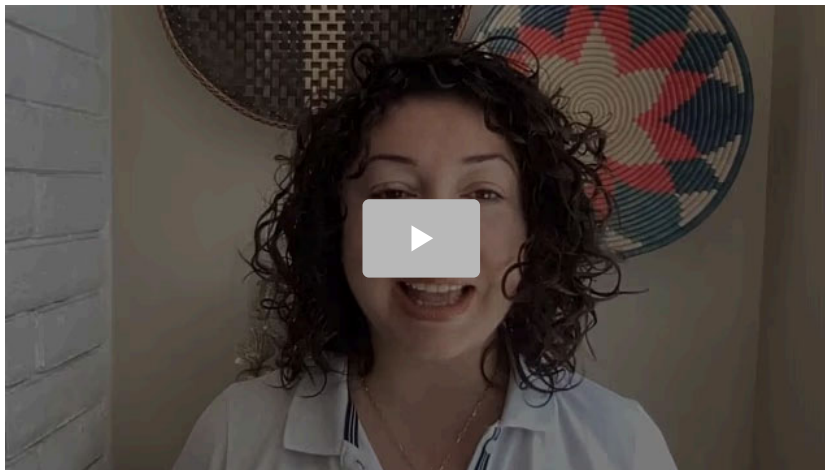


[Haga clic aquí para español](#)

Hello-

We hope you can join us at next week's Community Leadership Committee (CLC) Meeting #14!

Check out the special video message from CLC Co-Facilitator Erika Morales, [here!](#)



Project header & branding

Multiple languages offered

Embedded video message

More information below

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EMAIL BLASTS (eBLASTS)

Email was a key channel that the Project Team used to send out information and resources. Meeting invitations should be sent (to committee members and members of the public) **one week before** meetings and followed up with a reminder email the day before or morning of the meeting. An example eBlast invitation is shown below.



[Haga clic aquí para español](#)

Important Updates

The next Combined Task Force and CLC Meeting will be **held virtually** on Thursday, September 21 from 5-7pm.

During this meeting, the Project Team will continue discussion around the evaluation process, scoring, concerns, project readiness, and prioritization.

We will also review the updated project timeline and schedule.

For more information, please visit our [Project Hub](#).

September Combined Task Force and CLC Meeting
Thursday, September 21, 2023
5-7pm

Virtual Meeting Details

[Register Here!](#)

Meeting ID: 875 0466 2418

Passcode: 5851

Call-in: 213.338.8477

For meeting materials, please click [here](#).

Interpretation in Spanish will be provided.

Project header & branding

Multiple languages offered

Meeting date & time

Link to project information

Meeting link

Meeting materials

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Figure 15: Example E-Blast (Meeting Invite).

REMINDER EMAIL BLASTS (eBLASTS)

Reminder emails were sent the day before or morning of a meeting. They had a more casual tone and included all relevant meeting information.

Greetings in
English & Spanish

Key information
(e.g. meeting date/time
and links to review)

Hello CLC Members / Hola Miembros de CLC,

This is a just a quick reminder to join the Combined Task Force and CLC Meeting tomorrow evening from 5-7pm.

You will find your unique panelist link to join the meeting [here](#) or in the calendar invitation.

Also don't forget to review the meeting materials [here](#), which include the presentation and the Concerns document. It will get you up to speed for the conversation tomorrow.

Please let me know if you have any questions. 😊

Este es solo un recordatorio rápido para unirse a la reunión combinada del Comité Consultivo y CLC mañana por la tarde de 5 a 7pm.

Encontrará su enlace único de panelista para unirse a la reunión [aquí](#) o en la invitación del calendario.

Además, no olvide revisar los materiales de la reunión [aquí](#), que incluyen la presentación y el documento de Preocupaciones.

Esto te pondrá al día para la conversación de mañana.

Por favor hazme saber si tienes preguntas.

Sincerely / Sinceramente,

Figure 16: Example E-Blast (Meeting Reminder)

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HARD COPY MAILERS

To ensure that all CLC members had access to project documents regardless of Internet proficiency or computer access, key documents were mailed to the residences of CLC members. Any resource that was a critical element of the project was mailed to CLC members, in addition to supplemental documents to help inform CLC members on items they would be voting on.

These materials included:

- Evaluation criteria
- Project and program scoring results
- Project list by jurisdiction
- Draft Investment Plan
- Final Investment Plan

Although these items were mailed to all members, it was recommended by a CLC member to provide each person with the option of opting out of hard copy mail if they preferred PDF only.

TEXT MESSAGES

Text message reminders were sent out in advance of each meeting. They were also sent if there were any special tasks to complete beyond the monthly meetings (i.e. items to review, surveys, or votes). Example text messages are included below.

Thu, Mar 21 at 11:48 AM

Hello [REDACTED],
This is a reminder that tonight is our CLC Workshop at Bateman Hall, Room 2 from 5:30pm-7:30pm. Please bring your printed copy of the Draft Investment Plan. We'll be serving dinner. If you can't make it, we'll miss you. Hope to see you soon! 😊

Key meeting information

Short message

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Hello [REDACTED]!

We wanted to make sure you are able to go to the next CLC meeting on June 22. It will be in-person at Horchateria Rio Luna in Paramount from 5-7pm. We will also have an option to join on Zoom. Please let us know if you are coming by clicking here: <https://survey.typeform.com/to/D6826mXj> (<https://survey.typeform.com/to/D6826mXj>)

Also, our Corridor Tours are quickly approaching too! Please let us know if you are able to join us on either Saturday, June 24 or Wednesday, June 28. You can RSVP here:

e:

<https://survey.typeform.com/to/eKVXOLiS> (<https://survey.typeform.com/to/eKVXOLiS>)

Key meeting information

Reminder of task

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Figure 18: Example text message with tasks/links.



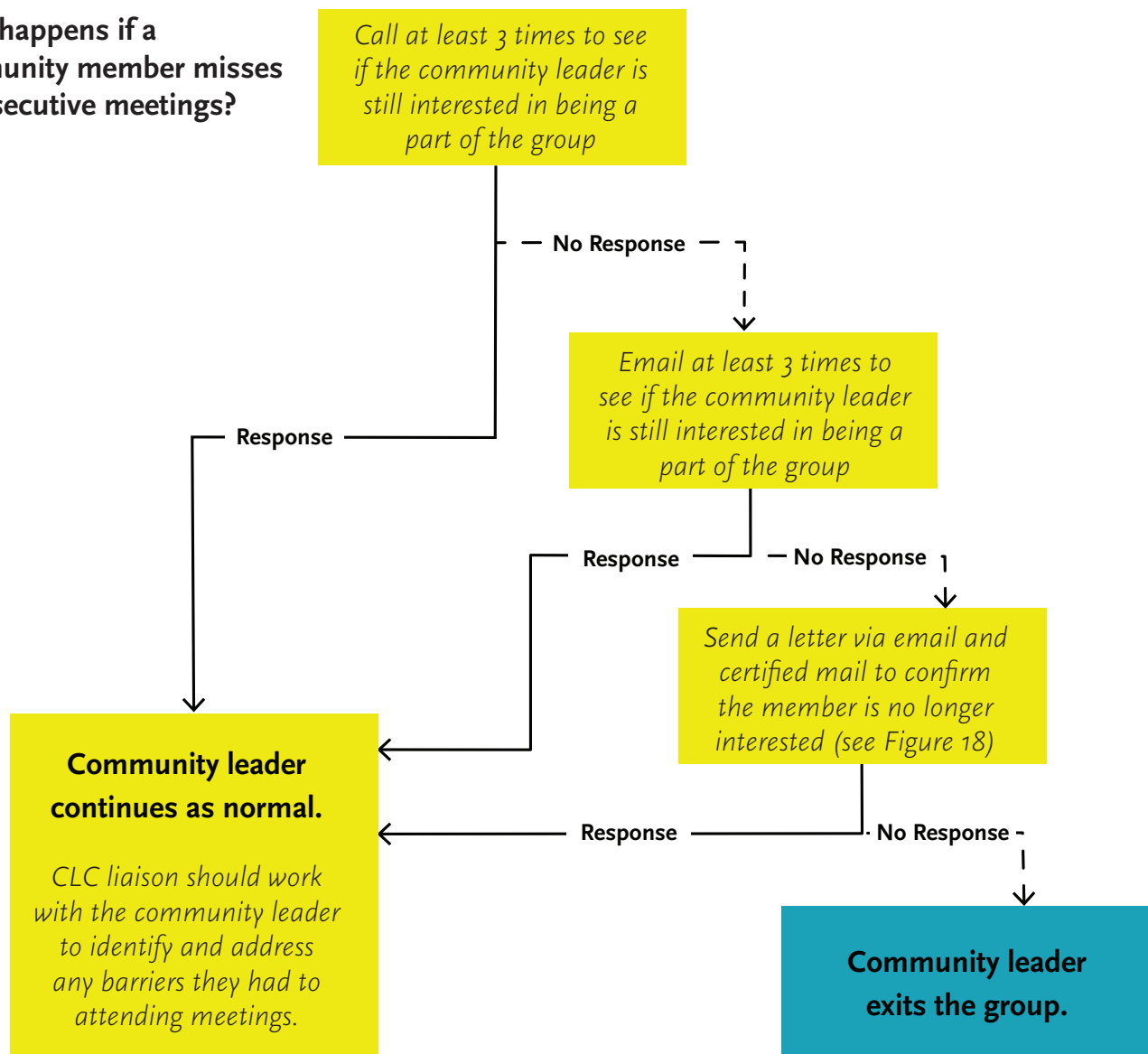
Membership Logistics

CHANGING MEMBERSHIP

When assembling a group of community leaders you should expect a few people to drop out over time, especially for multi-year projects, while others may attend infrequently. You can use a “three meeting” rule as a helpful guide. If a community member’s lack of attendance is

impeding their participation because they have missed three consecutive meetings, take action and make sure to use multiple communication channels to ask if that member still wants to be part of the group.

What happens if a community member misses 3 consecutive meetings?





September 20, 2022

RE: Continued Participation in the Community Leadership Committee – Response requested by Friday, September 30

Dear [REDACTED]

Since Metro formed the Community Leadership Committee (CLC) of the I-710 Task Force in March, we have convened seven CLC meetings along with several special meetings. During that time, we completed a major milestone with the approval of the Vision Statement, Principles, and Goals and are approaching the conclusion of the Multimodal Strategies Projects and Programs. The outcome of these milestones will guide the process for the ensuing months that will culminate in the I-710 South Corridor Transportation Investment Plan.

Active participation by CLC members is important for this project to advance to the next step in the process, which is to develop a list of projects and programs for the communities along the I-710 Corridor. Based on our records of attendance, you have not attended a CLC meeting. We have reached out to you on 5 occasions to remind you of meeting dates and times and confirm your desire to continue as a CLC member. Due to your lack of participation thus far, we are writing to once more to inquire if you are still available to participate as a CLC member. We understand there may be demands on your schedule that may make it difficult for you to participate in this effort.

If you wish to remain a CLC member, you will be required to attend our next CLC meeting which is scheduled for Thursday, September 22, 2022. If you do not attend and we do not hear from you by September 30, 2022, we will have no choice but to remove you from the CLC roster.

As we move forward in the process, active participation at CLC meetings will be expected for the next 9-10 months.

Please contact [REDACTED] who supports the efforts of the CLC to follow up on your continued CLC participation.

Thank you,

KeAndra Cylear Dodds
Executive Officer, Equity and Race
metro.net | facebook.com/losangelesmetro | [@metrolosangeles](https://twitter.com/metrolosangeles)
Metro provides excellence in service and support.



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Figure 18: Sample letter from Metro sent via email and certified mail to a CLC member that did not respond to calls or emails.

RECRUITING A NEW MEMBER

When a member needs to leave the group for any reason, the Project Team should start the recruitment process for another community member to fill the spot, as long as the project

has not progressed too far for a new member to get integrated into the project. A standard approach and protocol for special cases are outlined below.

STANDARD APPROACH

- Return to the original application responses and see if there are any other viable applicants for that jurisdiction.
- Ask the person with the next highest score if they would be interested, and if so, offer them the opportunity.
- Provide the names to project decision-makers (in this case, the Task Force) to be approved and appointed before the next community leadership meeting.

SPECIAL CASES

In cases where there are no other applicants:

- Re-open the application for the jurisdiction represented by the community member who left.
- Provide the application details to City Officials (e.g. City Manager's Office).
- Share the application with local newsletters and other sources.
- Share an e-blast (see Figure 20) with project stakeholders encouraging them to recruit an applicant.

Figure 19: Protocol for recruiting a new member .

OTHER REMINDERS & NEWS

The CLC Application has been re-opened for Bellflower, Downey, Lynwood, Montebello, and Vernon. We encourage you to share this application with anyone who may be interested in joining the CLC. [Click here](#) for more information about eligibility. This is the last push for members to be added to the CLC before the November Task Force meeting.

Let us know what projects, programs, and other improvements you would like to see in your community and along the I-710 South Corridor by taking the survey and leaving a comment on the interactive mapping tool [here](#). The survey and interactive mapping tool will remain open through **Monday, October 31**, so be sure to share the project and survey with your friends, neighbors, and coworkers. We look forward to continuing to gather your input throughout this planning effort.

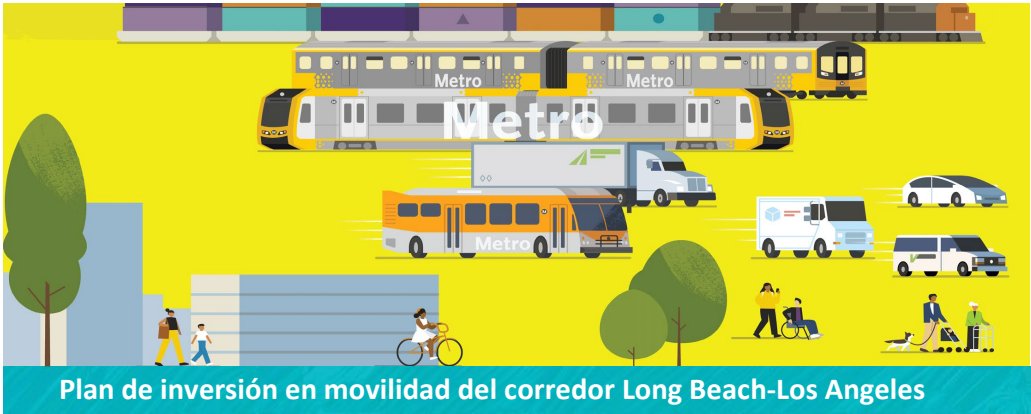
Figure 20: Snippet from a monthly e-blast regarding recruiting new community members.



Project Glossary

DEFINING KEY TERMS

A project glossary helps community members understand technical language. The project glossary promotes consistent terminology among interpreters, translators, and project team members in various languages and can serve as a vital resource for any project.



Lista inicial de proyectos de LB-ELA CP: Glosario de términos

A partir del 23 de diciembre de 2022

Este glosario define las palabras clave que aparecen en la Lista Inicial de Proyectos y Programas para el Plan de Inversión en Movilidad del Corredor Long Beach-Este de Los Angeles (Corredor LB-ELA). Los Proyectos y Programas de la Lista Inicial de Proyectos se clasifican en Tipos y Subtipos, tal y como se muestra a continuación, que sirven también de base para la organización de este glosario.

Índice

<i>Descripción general del glosario</i>	<i>5</i>
<i>Glosario</i>	<i>6</i>
Alertas geográficas:	6
Asociaciones público-privadas:	6
Autobús bajo demanda (Micro-Transit):	6
Autopista:	6
Barreras acústicas:	6
Barreras de vegetación/paisajismo de amortiguación:	6
Bicicletas compartidas:	7
Bioswales:	7
Bolardos:	7
Brownfield:	7
Calidad del aire:	
Calles completas:	

Guía de recursos de CLC: LB-ELA Lista preliminar de proyectos y programa

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Figure 18: Snippet from Spanish-English Project Glossary.

WORKSHOP INPUT

The lessons learned that are outlined in this report were presented to a team of Metro staff in September 2024. Workshop attendees engaged with the material and also shared suggestions for meaningful engagement

with community leaders, drawing from their own project experiences. Their additional recommendations are summarized in the table below. Recommendations are categorized by theme.

THEME	RECOMMENDATION
COMMUNICATION	• Establish a Group Code of Conduct. Co-create a community leadership group code of conduct for meetings and include it in meeting agendas and materials as a reminder for all participants.
ENGAGING THE LARGER PUBLIC	• Continue to Engage with Communities with Disabilities. Proactively participate at existing meetings held by leadership organizations in the disability community. Explore partnerships with the Aging and Disabilities Transportation Network and the Center for Independent Living.
LANGUAGE & TRANSLATION	• Use a Project Glossary. Consider referring to the glossary from this project or creating another glossary to ensure consistent understanding of key transportation planning terms in all relevant languages.

COMPENSATION

- **Improve ABC Policy Implementation.** Metro should ensure all staff involved in implementation of the ABC Policy are properly trained and up-to-date on the policy and procedures.

CONTEXT SETTING

- **Create an Organizational Chart.** Sometimes community members are unclear about Metro's structure and where projects fall. Develop a chart that clearly describes "who we are" within the agency to set context.

(VARIOUS THEMES)

- **Review Any Other Standard Operating Procedures.** Engage any other Standard Operating Procedures or relevant materials developed by the Metro Office of Equity and Race and Metro Community Relations for guidance.

Thank you!

Visit lb-ela-cmip.com to read the Investment Plan.

Contact Us

Metro Office of Equity and Race
equityandrace@metro.net

December 2024



Metro