



ASSOCIATION OF BAY AREA GOVERNMENTS  
METROPOLITAN TRANSPORTATION COMMISSION

## *Memorandum*

**To:** MTC ABAG Community Advisory Council  
**From:** Ky-Nam Miller, Council Liaison  
**Date:** March 6, 2026  
**Re:** Recommendations from the MTC Policy Advisory Council to the new MTC ABAG Community Advisory Council

### **Background:**

In the final months of the 2022 to 2025 term, the Policy Advisory Council created an Ad Hoc Committee to reflect on the Council's work and to identify some best practices to strengthen the new MTC ABAG Community Advisory Council. The committee reviewed accomplishments, discussed gaps, and drafted recommendations focused on member empowerment, a stronger and broader equity orientation, clearer processes, and fostering collaborative culture. This report was developed by staff based on comments provided by the Ad Hoc Committee and was presented to the Council at its final meeting, where it was adopted on December 16, 2025.

# Ad Hoc Legacy and Transition Committee Recommendations to New MTC-ABAG Advisory Council

Prepared by MTC staff based on input from the  
Policy Advisory Council's Ad Hoc Committee

December 16, 2025

*Adopted by the MTC Policy Advisory Council  
at its December 16, 2025 meeting*

## Background

The Ad Hoc Transition Committee met in the months leading up to the end of the Council's four-year term to reflect on the Council's accomplishments and identify strategies for strengthening future advisory bodies. The discussions emphasized empowering Council members, revitalizing equity efforts, improving transparency, and fostering collaboration. Members agreed that the next iteration of the Council should build upon institutional memory while broadening its focus to include housing, goods movement, and economic development. This report was prepared by staff based on input from the Ad Hoc Committee and was reviewed by the Ad Hoc Committee.

## Key Recommendations

The Committee recommends the following:

1. Give members greater influence over agenda-setting and the option to agendize items for action (requiring a vote of the council), within the parameters of a workplan established in partnership with agency leadership.
2. Revitalize the "Equity & Access Subcommittee" with more frequent meetings and substantive topics and broaden the equity lens beyond the MTC-ABAG designated Equity Priority Communities.
3. Institutional memory should be preserved through documentation of the influence the Policy Advisory Council had on MTC decision-making as part of onboarding, supported by mentorship or buddy systems.
4. Transparency in agenda-setting should be improved so council members who aren't in leadership understand how agendas are developed.
5. Staff should share greater detail on the goals of its public engagement/outreach work, what metrics were used and were they achieved, what communities staff connected with, what feedback was provided, and how the feedback informed agency decision-making or processes.
6. Finally, the agency can help foster a positive culture on the new council through informal engagement opportunities and annual workshops that allow for a deeper dive into key topics will help maintain constructive dialogue and collaboration.
7. Staff should develop a handbook for the council that includes key information about who their point of contact for a given matter related to their service on the council, and includes meeting guidelines.

8. In Council meeting materials, agenda items should include a brief introduction that provides broader context (e.g., how it fits into the agency's work and why it is being brought to the council), and end with clear key questions or topics where feedback is requested. It would be helpful to also include a reference to prior dates (within a year) when the topic was on a council meeting agenda.
9. To support efficient meeting facilitation, councilmembers can submit substantive questions or comments in advance of the meeting by sharing them with the council staff liaison. Advance submission supports a more focused dialogue and ensures that staff can provide the most relevant information during the meeting.

## Council Accomplishments

In its most recent term, the Council passed an action item making specific recommendations to the Commission related to the regional transportation measure enabling legislation, SB 63. The Council's recommendation helped cement the distribution of funds for rider-focused improvements, including retaining dedicated funding for transit accessibility improvements and fare integration. It also advised on major programs such as Clipper, OBAG and the CARE program. The Council's persistent advocacy elevated the importance of equity considerations in key decisions.

## Alignment with Regional Priorities

The Ad Hoc Committee found that while the Council's work plan aligned with MTC's equity priorities, its focus was narrowly defined, which limited broader discussions. The Ad Hoc Committee identified expanded focus areas for the new MTC ABAG Community Advisory Council, including housing, goods movement, and economic development. The Ad Hoc Committee recommended reestablishing the Equity & Access Subcommittee (or a differently named subcommittee focused on equity) to ensure that the new Council has the opportunity to address critical equity concerns effectively.

## Council Processes and Culture

Members praised time management and agenda planning transparency but noted challenges in negotiating with staff to agendaize items and unclear criteria for determining when an item is agendaized for action versus information. The Ad Hoc Committee suggested that limited informal time among council members affected cohesion, underscoring the need for staff to create more structured time for relationship-building and mentorship.

## Community Representation

Members praised MTC's outreach through community-based organizations and compensation practices as strong but pointed to a lack of clear metrics and feedback loops. The Ad Hoc Committee's recommendations include sharing outreach lists in advance, reporting gaps, and highlighting when aspects of the agency's work – whether an idea incorporated into Plan Bay Area or an agency program or policy - originated from community input.

## Recurring Themes

Consistent priorities throughout the discussions included: Council empowerment, a broadened equity lens, institutional memory and onboarding, transparency in processes, and intentional support for building a positive, collaborative culture on the Council.

## Next Steps

Council members are invited to provide feedback on this draft report. The Council may elect to receive the report or adopt it as drafted or as revised during the December 16 meeting.