

DATE: November 22, 2017  
 TO: Members of the Transportation Technical Committee  
 FROM: Brandon Blankenagel, City of Spokane, Chair  
 SUBJECT: Agenda for TTC Meeting – Wednesday, November 29, 2017 - 1:30 pm  
**SRTC, 421 W. Riverside Avenue, Suite 504 (The Paulsen Building)**

**AGENDA**

1. Call to Order
2. Roll Call / Record of Attendance
3. **Action** Approval of October 25, 2017 Meeting Minutes Page 2
4. Public Comments
5. Technical Member Comments
6. **Action** – Horizon 2040 Recommendation Page x  
*(Eve Nelson)*
7. **Information & Discussion** – Spokane Regional Health District Presentation: n/a  
**Walk Bike Bus-Millwood** *(Heleen Dewey)*
8. **Information & Discussion** SRTC Board Strategic Planning Update Page x  
*(Sabrina Minshall)*
9. **Information & Discussion** Calendar Year (CY) 2018 Budget Update Page x  
*(Greg Griffin & Sabrina Minshall)*
10. **Information & Discussion** SRTC 101 Content Recommendation Page x  
*(Mike Ulrich)*
11. TIP Working Group Update
12. Agency Update
13. Future Agenda Items
14. Adjournment Next Meeting: Wednesday, December 20\*  
*\*please note this is one week earlier than usual due to Christmas/New Years*

**MEETING MINUTES**

Spokane Regional Transportation Council Transportation Technical Committee  
 October 25, 2017  
 421 W Riverside Ave Suite 504, Spokane, Washington

**1. Call to Order**

Mr. Brandon Blankenagel, Chair, called the meeting to order at 1:30 p.m.

**2. Roll Call**

**Committee Members Present**

Brandon Blankenagel	City of Spokane	Lisa Corcoran	Spokane International Airport
Derrick Braaten	City of Airway Heights	April Westby	Spokane Regional Clean Air
Andrew Staples	City of Liberty Lake	Heleen Dewey	Spokane Regional Health Dist
Louis Meuler	City of Spokane	Gordon Howell	Spokane Transit Authority
Inga Note	City of Spokane	Karl Otterstrom	Spokane Transit Authority
Gloria Mantz	City of Spokane Valley	Larry Larson	WSDOT-Eastern Region
Ray Wright	City of Spokane Valley	Glenn Wagemann	WSDOT-Eastern Region

**Committee Alternates Present**

Maria Cullooyah	Spokane Tribe of Indians	Sean Messner	Spokane County
Char Kay	WSDOT-Eastern Region	Scott Englehard	Spokane County

**Guests**

Paul Kropp	TAC	Greg Figg	WSDOT-Eastern Region
Don Hendricks	WSDOT-Eastern Region	Bonnie Gow	WSDOT-Eastern Region
Matt Walker	Hill International	Keith Martin	WSDOT-Eastern Region
Mark Bergam	City of Airway Heights		

**Staff**

Sabrina Minshall	Executive Director	Anna Ragaza-Bourassa	Senior Transportation Planner
Eve Nelson	Senior Transportation Planner	Julie Meyers-Lehman	Administrative Assistant

**3. Approval of September 27, 2017 TTC Meeting Minutes**

**Mr. Otterstrom made a motion to approve the minutes as presented. Mr. Messner seconded the motion, which passed unanimously.**

**4. Public Comments**

Mr. Kropp announced that City of Spokane Parks and Recreation Department and the Inland Northwest Trails Coalition are developing a project scope for a Latah/Hangman Corridor Trail proposed to go from People's Park to Hatch Road. He announced a trail plan design charette/workshop will be held October 28 and informational brochures were available on the materials table.

**5. Technical Member Comments**

Mr. Braaten said City of Airway Heights is moving forward with several zoning amendments and the Garfield Street to 6<sup>th</sup> Avenue resurfacing project is complete.

Mr. Wright shared details about the recent open house at the new Spokane Valley City Hall.

Ms. Mantz spoke about preliminary design for grade separation projects at Pines and Barker Roads; she also discussed recent community meetings.

Ms. Dewey announced that “Walk Bike Bus – Millwood” recently wrapped up and there was a statistically significant increase in walking and biking trips amongst participants.

Ms. Note said the City of Spokane is working on updating the impact fee program and recently held an open house for the West Plains.

Ms. Kay shared information about an upcoming meeting hosted by Smart Growth America and WSDOT regarding economic vitality and transportation.

Ms. Corcoran announced that construction has started on a convenience store/gas station just outside the airport parking area.

Mr. Otterstrom spoke about the reduction in dwell times on East Sprague bus service and noted they expect even more improvements after the implementation of High Performance Transit. He said STA was currently collecting comments on September 2018 service change proposals and discussed station design information for the Central City Line.

Mr. Messner said the County Commissioners awarded the Bigelow Gulch-Forker Road intersection project and the County signal safety project, which consists of reflective back plate installation and other signal modifications.

## **6. Horizon 2040 Update**

Ms. Nelson said next month the TTC will be requested to recommend approval of Horizon 2040 to the Board. She reminded the group that Horizon 2040 is a long range plan of programs, project and strategies to implement over the next 23 years. She said that not all the programs and projects included in the plan are funded and said the plan could be thought of as a regional “wish list” in some respects.

She summarized main themes in each of the four chapters in the Horizon 2040 document:

- Chapter One – policy development, toolkit process, TAC & TTC involvement guiding principles.
- Chapter Two – transportation system users, transit ridership trends, Spokane County population statistics, airport data, trail data, bike and trail usage, implementation of performance management and target setting. She described the top eight issues of the regional transportation system.
- Chapter Three - regional population and employment forecasts, aging population, projected increases in vehicle, transit, walking and biking trips, future needs, and strategic planning.
- Chapter Four – Projected revenues and expenditures, strategies to link decisions to performance.

Ms. Nelson called for questions. Mr. Meuler asked about project prioritization. Ms. Nelson said a prioritization process was completed, however the agencies all presented enough funding for all projects. She said staff would like a few members of the TTC to convene and review and analyze the results of the prioritization tool data; Mr. Staples, Mr. Messner, Mr. Larson, Ms. Mantz, and Mr. Meuler volunteered.

She outlined the next steps in the long range plan update process, noted the public comment period was open through November 12 and SRTC is holding an open house on November 1. She asked if there was any part of the plan that the group would like to discuss in greater depth.

Mr. Meuler would like to see some comparisons of other plans regional program funding goals, to see how they compare with our regions.

Mr. Otterstrom asked if staff was aware of any gaps in the process that had not been addressed in depth in the plan; Ms. Nelson said there have been several discussions recently about land use integration into the model.

The group discussed regional cooperation in regards to Fairchild Air Force Base and the Highway 2 corridor.

## **7. 2018 Transportation Improvement Program (TIP) Guidebook**

Ms. Ragaza-Bourassa said a handout was at each place that outlined the current definition of a TIP amendment and an administrative modification; she said the definitions come from the State Transportation Improvement Program (STIP) since our Regional TIP is incorporated into the STIP. The group discussed the difference between a major and minor scope change and possible changes to the definitions of those terms.

Mr. Larson discussed of the length of time it takes for a TIP amendment to be processed and how that can delay projects. He said he would like to see a comparison of the SRTC TIP amendment calendar to those from other MPOs. The group discussed the variance in process between administrative modifications and amendments. Mr. Larson asked how many amendments are typically processed in a year and how many public comments are received; Ms. Ragaza-Bourassa replied there are usually nine amendments per year and, although it varies, on average one-third of amendments receive public comments. The group discussed potential reductions in the amendment process time frame. Mr. Larson suggested that the TIP Working Group could review the process and also have a meeting with involvement by the TIP process gatekeepers.

Chair Blankenagel stated he was concerned that adding to the amendment definition could be limiting. He asked if the group wanted to convene a subcommittee to discuss the possibility of shortening the TIP amendment schedule. Mr. Larson recommended that high level decision-makers be involved in the meeting along with all people in the process. Ms. Ragaza-Bourassa said she would arrange for Ms. Nancy Huntley, the STIP Program Manager, to be available to phone in at the next TIP Working Group meeting

## **8. City of Airway Heights Presentation on Highway 2 Revitalization and Safety Project**

Mr. Braaten provided a history of the project and its design, noting that the current approach was significantly based upon community input. He presented design illustrations of the roadway that include a separated bike/pedestrian path, path amenities, safety elements and lower speeds for traffic.

He noted the entire project is divided into 6 separate “context areas” that each have slightly different land use elements and showed examples of the features to be included in each context area. Mr. Braaten stated the context areas will be constructed at different times and he described the public outreach strategies.

The group discussed the project’s planned lane width, bicycle facilities, traffic safety and roundabouts in Airway Heights.

## **9. TIP Working Group Update**

Ms. Ragaza-Bourassa asked for volunteers to work on the upcoming Call for Projects and review and develop scoring criteria; Ms. Corcoran, Mr. Wright and Mr. Staples responded.

## **10. Agency Update**

Ms. Ragaza-Bourassa announced that SRTC would hold an open house on November 1 to discuss the Horizon 2040 Update. She said SRTC would host a NEPA (National Environmental Protection Act) webinar on October 31 at 10:30 and all TTC members were welcome to attend.

## **12. Future Agenda Items**

There were no suggestions for future agenda items.

### **13. Adjournment**

Chair Blankenagel announced that the next TTC meeting is November 29, one week later than usual due to the Thanksgiving holiday.

There being no further business, the meeting adjourned at 3:09 pm.

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Julie Meyers-Lehman  
Recording Secretary

## MEMORANDUM

DATE: November 22, 2017

TO: Members of the Transportation Technical Committee

FROM: Eve Nelson, Senior Transportation Planner

SUBJECT: **Horizon 2040 Recommendation for Approval**

### Summary

The Horizon 2040 long range transportation plan is now complete. The plan describes the history of transportation in our region, details the transportation planning and coordination requirements that SRTC must fulfill, and updates the policy framework: the Horizon 2040 Guiding Principles and Policies. Horizon 2040 provides an account of existing transportation conditions and forecasts future needs based on the Board adopted population and employment projections through the year 2040. Based on these projected needs, Horizon 2040 includes eight strategies that employ projects and programs to overcome future challenges and capitalize on opportunities to support regional economic vitality and sustain our quality of life.

To tackle these issues, Horizon 2040 (The Plan) introduces a balanced and diversified approach to create a prosperous future. For example, a high frequency transit system will connect population to activity centers in a fast and convenient manner. A completed North Spokane Corridor will improve commuter and freight mobility. The Plan also recommends investments in preserving our existing system, improvements to bicycle and pedestrian networks, focusing on safety, optimizing our current transportation system and using projected project performance to inform decision-making and measure progress.

Developed over the past two years with stakeholders, the public and SRTC member agencies, the Horizon 2040 Plan establishes regional transportation priorities for the next 23 years. While the Plan forecasts \$9.9 billion in revenue coming into the region, there is no guarantee all the priorities in this Plan will be funded due to uncertainties. Horizon 2040 will assist the SRTC Board in selecting priorities for funding under the Surface Transportation Block Grant (STBG) Program, Congestion Mitigation and Air Quality (CMAQ), and STBG Set-Aside funding sources. Also, Horizon 2040 defines implementation strategies to facilitate successful plan execution. Project inclusion in The Plan also helps guide applications for funding sources and provides consistency and coordination for the transportation network. The Plan is available online at <https://www.srtc.org/horizon-2040/>.

### **Public Involvement**

The public involvement process for Horizon 2040 has been continuous throughout the development of The Plan. SRTC has presented Horizon 2040 information at numerous Board, commission, and committee meetings. A list of these presentations to date and all formal comments can be found in [Appendix A](#) of the Plan and the **Attachment**. The formal public comment period ended November 12<sup>th</sup>.

Substantive public and stakeholder comments include:

- Clarify process of growth management act, city population total allocations, placement of jobs and households into transportation demand model, and resulting analysis of transportation needs as inputs into the transportation demand model. Request to illustrate differences with some comprehensive planning trending with higher targets.
- Please address walkability and biking as an economic development issues.
- Increase the level of ITS infrastructure to keep traffic moving and give buses priority or longer times to get through stoplights.
- Interest in how prioritization and evaluation process will evolve.
- Work with Kootenai County more.

### **Policy Implications**

Federally required, Horizon 2040 establishes the regional transportation policies for the next 23 years. Federal rules from MAP-21 require performance based planning with transparent linkages between project outcomes and deliverables and funding policies and investment decisions. Evaluation and prioritization tools have been used throughout the Horizon 2040 development. Continued Board and member agency engagement and tool refinement will occur during TIP project selection, regional needs evaluations, and target setting as federal rule setting matures and SRTC's project evaluation capacities evolve.

### **Technical Implications**

All transportation projects, programs and activities that have an impact on regional facilities or services must be consistent with the contents of Horizon 2040. Horizon 2040 ensures that federal funded projects are in compliance with air quality regulations.

Horizon 2040 assists the Board in developing regional priorities that guide the project selection for Surface Transportation Block Grant (STBG) Program (formally STP), Congestion Mitigation and Air Quality (CMAQ), and STBG Set-Aside (formally TAP) funding.

### **Prior Committee Actions**

In 2016 the TTC was briefed on the update to Horizon 2040: January, Horizon 2040 Toolkit Review; February, Horizon 2040 Toolkit Recommendation; October, Guiding Principles Review; September, November, Review of Evaluation Tool and Application Process for Horizon 2040.

In 2017 the TTC was briefed on Horizon 2040: February, Draft Chapter One; April 24<sup>th</sup>, Scenario Planning Workshop; April, Chapter Two Update; June, Scenario Planning; July, Draft Chapter Three Update and Evaluation Tool Update; August, Evaluation Tool Update; September, Chapter Four Update; October, Draft Full Plan Review.

### **Requested Action**

Recommend to the SRTC Board of Directors approval of Horizon 2040.

**Horizon 2040 Public/Stakeholder Comments 2017**

Name	How comment submitted	Comment	SRTC Response	Method of Response
David Camp	Comment form at open house	Please address walkability and biking as an economic development issue. The PhDs and techies we most need for economic prosperity do not want to live in suburban McMansions. They want close-in living with good access to transit, bike paths, neighborhood shops and short commutes to work. And please bring bus service to Five Mile Prairie. It's inexcusable to have that much housing that close to town with no bus service.	Partnering with WSDOT to get more economic data. The importance of the issue in this comment is addressed in text found in Horizon 2040 Strategies 4, 7 and 8.	Discussed in person at open house
Jeremiah Cromie	Comment form at open house	Central City Line: With boarding on both sides and pre-ticketing, how do you prevent fare evasion?	Comment noted	Discussed in person at open house
		Increase the level of ITS in stoplights to keep traffic moving and give buses priority or longer times to get through stoplights.	The importance of ITS coordination and solutions is discussed in Horizon 2040 Strategy 2.	
		Work with Kootenai County more if possible	Discussed at SRTC Board Strategic Planning session	
		I see people almost get hit everyday in crosswalk at Nevada and Joseph getting to school or the bus stop. Can we put flashing lights to keep kids safe?	Safety is emphasized in Horizon 2040 by developing a performance measure and target and Implementation Strategy 5. Comment delivered to City of Spokane and SRHD.	
		Narrowing Monroe will put more traffic in residential areas.	Project was discussed with the SRTC Board of Directors.	
Steve Latoszek	Verbally at open house	Reduce the Walnut I-90 on-ramp to one lane and reduce the speed of traffic on I-90 to 50 mph through the metro area	Comments noted. The importance of technological solutions, like variable speed limits and signal progression is discussed in Horizon 2040 Strategy 2.	Verbally at open house
		Use progressive lights on 195/I-90 ramp to show cars on mainline freeway that cars are entering from 195		Verbally at open house
		Shave down the hillside on the westbound I-90 entrance ramp on the partial cloverleaf entrance at Liberty Lake. The height blocks site distance making it difficult to merge		Verbally at open house



Name	How comment submitted	Comment	SRTC Response	Method of Response
Taylor Phillips	Verbally at neighborhood council meeting	Add real-time info signs at crossings saying that a train is approaching to encourage safety/provide information.	Discussed that railroads are private businesses that would have to be approached.	Verbally at neighborhood council meeting
Bill Johns	Via email	<p>Page 1-11 State Transportation policy  Page 1-15, GP 1 Economic Vitality, 1a,1b and 1c  Page 1-16, GP 4 System operations, maintenance and preservation, 4b  Page 1-17, GP 5 Safety and security, 5d  The Monroe lane reduction project Indiana to Kiernan does not fit any of the above sections. Reducing lanes, adding physical turn lanes and transit stops in lane violates all of the above.  When the failing deck on the Maple Street Bridge is replaced Monroe will be needed with ALL the present 5 lanes available.</p>	<p>The SRTC Board has discussed the Monroe Street project extensively .  Board meeting minutes are available for detailed clarification.</p>	Via email
		<p>Why are many of your deadlines for comment on Sunday?</p>	<p>The required 30 day comment period would have ended at close of business on Friday. Since staff would not be in the office to receive comments, two extra days were added to the comment period so any that come in over the weekend would be waiting for staff Monday morning. Comments can be submitted anytime during the 30 days, it is not necessary to wait until the last day.</p>	via email
		<p>Appendix A: The outreach appears to not reach actual users of the road system. Very few commuters who travel in rush hour would vote to eliminate lanes on the road they use.</p>	<p>Everyone is a user of the roadway system, whether as a pedestrian, driver, bus rider or bicyclist.</p>	Via email

## MEMORANDUM

DATE: November 22, 2017

TO: Members of the Transportation Technical Committee

FROM: Sabrina Minshall, Executive Director

SUBJECT: **Board Strategic Plan Update**

A strategic planning process helps an organization uncover ways to improve performance. It sparks insights about how to restructure an organization to reach its full potential and solve organizational problems. A well-designed strategic plan will also drive how an organization responds to opportunities and challenges. It's also essential for communicating a vision to employees, members, stakeholders, and the public; as well as the process and steps to be taken to get to that vision. The development of the SRTC Strategic Plan has included multiple consultant facilitated meetings throughout September, October and November 2017 with the SRTC Board and staff. The process and outcomes of those meetings is outlined in the draft Strategic Plan (see **Attachment**).

The draft Strategic Plan is organized around four priority areas with strategies under each:

- Organizational Development
- Core Requirements: Data Collection/Analysis
- Growth Evaluation/Prioritization and Programming
- Regional Collaboration and Leadership

The focus of the Plan is on the next three years, building upon the solid foundation SRTC has established, while placing emphasis on organizational capacity to address community needs such as integrating land use and transportation, performance based resource allocation in an era of shrinking federal funding, and need for economic growth.

The SRTC Board discussion in November demonstrated full support for the plan with minor additions to add language in the strategy section to better align transportation with efforts around activity centers and the downtown. A formal adoption of the Strategic Plan will be requested at the December 2017 SRTC Board meeting. Note that budgeting for these priority areas do not preclude efforts already identified in the draft and adopted budget/UPWP. Many items in the Priority areas also fall under methodology of administration of the agency and are reflected very generally in the UPWP.

Over the next three years, the Strategic Plan will be operationalized into every facet of SRTC work. On July 1, 2018 a new integrated Unified Work Plan (UPWP) and Budget will be developed and adopted on the same schedule, separating SRTC from a calendar year budget.

### Introduction & Purpose

Spokane Regional Transportation Council (SRTC) is interested in evaluating its strategies so the organization can focus on priority tasks over the next three years. With a new Director and an updated Horizon 2040 plan nearly complete and slated for adoption in December, SRTC is poised to focus on what it can do to continue emphasizing its federal and state requirements while building greater capacity for regional transportation strategies and governance.

This strategic plan exercise is timely in terms of what is occurring nationally in transportation. The region is challenged to meet the needs of emerging growth in urban, suburban, and rural areas. The federal government’s role in transportation is being discussed as funding challenges are exacerbated due to a rise in fuel-efficient vehicles and taxing structures that have been relatively unchanged for decades. New technologies are emerging with the potential for widespread paradigm shifts. Effectively articulating these impacts and responding to them will pose opportunities and challenges for SRTC and its member agencies as they work to respond to the needs of the people of the Spokane region.

### Convening

The development of the strategic plan included numerous meetings throughout of September and October with the Board and SRTC staff. The focal point of the September session was a discussion with the Board to build consensus among the members as to what SRTC’s priorities should be and what steps should be taken to implement those priorities. The workshop was organized into the following modules:

- **Introduction:** Summary of strategic plan purpose and getting to know the context of the region.
- **Meeting New Challenges in Transportation:** Identifying the challenges faced by SRTC and the region to understand what role an MPO plays in addressing them.
- **Focus Question & Priority Ideas:** The group was asked to work in groups of two to brainstorm ideas for implementation, prioritize those ideas among the small groups, and present them to the attendees for discussion. These ideas were organized into common themes, such as board and staff capacity, technical services, programming and prioritization, and collaboration (See Table 1).
- **Reflection & Next Steps:** To close the day, participants were asked to reflect on what they learned that day about the effort and about other stakeholders around the table.

### Priority Action Steps

In getting the Board attendees to consider what comes next, they were asked at the September session to take 10 minutes to brainstorm as many answers as possible to the following Focus Question.

- **Focus Question:** What are things SRTC should do in the next 3 years to strengthen its mission and serve as a technical resource to the region’s member agencies (elected officials and staff), businesses, residents, and visitors? Things that will:
  - Maintain compliance with federal regulations and the financial stability of the organization
  - Promote a regional dialog among diverse member agencies
  - Integrate regional modal plans to strengthen the Horizon2040 plan
  - Build capacity and awareness among member agencies
  - Link transportation and land use decisions
  - Provide technical support to member agencies
  - Promote targeted public involvement efforts

## SRTC Strategic Plan – DRAFT 10/31/17

- Be flexible enough to support a variety of local needs
- Help the region allocate resources more efficiently

The 11 participants generated more than 60 individual responses to this Focus Question. Groups of two were asked to compare their lists and identify 3 priorities from the list. After presentation, organization into common themes, and paring down individual lists, more than 20 specific action items emerged. The specific action items are summarized in Table 1.

**Table 1: Themes & Priority Ideas**

Board & Staff Capacity	Technical Support & Analysis
<ul style="list-style-type: none"> <li>• Educate board on emerging issues and discuss their impacts on the region</li> <li>• Develop people: the staff, board, and committees</li> <li>• Identify best practices for SRTC roles</li> <li>• Build capacity to position SRTC to have a greater voice in the region on topics of transportation, economic development and land use</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on fulfilling federal and state requirements</li> <li>• Employ a transportation systems approach to technical analysis</li> <li>• Provide additional data and analysis to member agencies on topics such as cumulative impact analysis and an improved model</li> </ul>
Prioritization & Programming	Collaboration
<ul style="list-style-type: none"> <li>• Develop better measures that SRTC will commit to in terms of prioritization of projects</li> <li>• Think in terms of corridors, not boundaries</li> <li>• Accelerate the delivery of projects and promote accountability measures for entities that receive SRTC funding</li> </ul>	<ul style="list-style-type: none"> <li>• Convene and align transportation and economic development interests</li> <li>• Find more effective ways to communicate SRTC’s role in the region</li> <li>• Recognize that greater collaboration will lead to greater funding opportunities</li> <li>• Prepare the region to be less reliant on federal and state funding sources</li> </ul>

## SRTC Strategic Plan – DRAFT 10/31/17

### Moving Forward

After the Board’s creation of the themes in Table 1, SRTC staff met in September to add details to the ideas, make them relatable to existing SRTC initiatives, and identify a set of tasks associated with the Board’s priorities. This detailed set of priorities was presented to the Board on October 26, 2017 for further discussion and refinement. The cumulative results of those September and October meetings are represented in how the following Priority Areas were defined.

The October meeting of the Board included 10 members. The group spent most of the discussion on two topics:

- Priority Area A; Strategy 1: Leadership Development; and
- Priority Area C; Strategy 2: Growth Totals & Consensus on Regional Land Use Goals

The discussion centered on establishing a greater degree of “ownership” of SRTC products and initiatives, developing a better dialogue, and set of tools surrounding the impacts of growth, meaning land use impacts on transportation relating to the Growth Management Act (GMA).

The Board members at the October meeting also worked to understand the interrelationships between the priority strategies, which resulted in input to the bulleted list of statements under “Why does this matter?”

These priority areas do not always have a linear or chronological relationship (graphic at right). Some actions may require preceding efforts from other areas, but success in each area will require success in other areas to achieve maximum results or maximum efficiency.



### What’s Next?

SRTC is reviewing these priority strategies at the November 9 Board meeting to:

- Allow input from those who were not in attendance at the October 27 session;
- Gain consensus to move forward with finalizing the list of priority strategies; and
- Proceed with budgeting and incorporating recommendations for application of high priority strategies into the United Planning Work Program (UPWP)...

Note that budgeting for these priority areas do not preclude efforts already identified in the draft and adopted budget/UPWP. For example, some strategies identified in Priority Area B are either required or in need of update and staff is intent on continuing to make those upgrades (e.g. the travel model and update of the project evaluation tool). Many items in the Priority areas also fall under administration of the agency and are reflected very generally in the UPWP. The next UPWP can have a higher level of specificity than has occurred in the past.

# SRTC Strategic Plan – DRAFT 10/31/17

## Organizational Development

Purpose: By expanding the understanding of transportation planning among SRTC staff, Board, and Committee members, the agency is better able to respond to challenges and opportunities for funding, linking land use and transportation, and promoting regional economic development.

### Why does this matter?

- Allows the Board to better consider opportunities and challenges due to greater understanding of influences and tradeoffs associated with transportation decisions
- Creates opportunities for Board leadership to attend conference and trainings outside the region
- Builds a high-functioning Board that can develop regional policies
- SRTC needs an “elevator speech” that better reflects the agency’s role and capabilities and helps develop a mutual understanding of roles, relevance, and capabilities among member agencies
- Build internal capacity among staff to adapt to emerging trends and needs in the realm of transportation, as well as related topics of land use and economic development
- Provides an opportunity for SRTC to be an expert/resource to members, other agencies and area stakeholders on emerging topics in transportation

### Strategy 1: Leadership Development

- Budget for Board leadership to attend conferences to represent SRTC and learn of emerging topics
- Facilitate establishment of processes, protocols and consensus building actions
- Invest in growing staff expertise

### Strategy 2: Educational Series

- Focus on Board capacity, emerging and relevant issues, and building leadership
- MPO 101 (new board/committee members, staff, and other stakeholders)
- Community forums and guest speakers

### Strategy 3: Marketing/Relevance

- Develop the “elevator speech”
- A Transportation Fair for people to engage agencies on a variety of topics, rather than a specific plan or project

### Strategy 4: Peer/Staff Exchange

- Engage other MPOs of similar size, within the Western US, as well as other cities of similar size/context

### Strategy 5: Involvement in Statewide & National Groups

- Intermountain West MPOs
- Association of Metropolitan Planning Associations (AMPO)
- Washington State MPO/RTPO
- American Planning Association (National and Chapters)
- Advancing Women in Transportation (WTS)

# SRTC Strategic Plan – DRAFT 10/31/17

## Core Requirements & Data Collection/Analysis

Purpose: By broadening the technical competencies of SRTC, the agency is able to continue to improve upon its federal and state mandated responsibilities and related decision-making, while also serving as a technical resource to member agencies and other regional stakeholders.

### Why does this matter?

- Gaining confidence in core products and data will provide greater comfort to the Board in its decision-making
- Emphasizes the Board and Committees understanding and ownership of SRTC data and analysis as a prerequisite to make recommendations and decisions in the best interest of the region.
- Align SRTC with transportation systems thinking and integration of modes and outcomes into the Metropolitan Transportation Plan process
- Builds on the emphasis of fulfilling federal requirements through implementation of better analysis techniques, while improving methods of corridor/project evaluation
- Helps SRTC utilize its existing data and tools to assist member agencies in transportation, land, and economic development decisions
- Provides better inputs into existing tools, such as the travel demand model
- Allows SRTC to be nimble in its response to emerging trends or areas of emphasis that emerge during federal certification review

### Strategy 1: Model & Data Improvement

- Consistency/standardization of data
- Household Travel Survey (and/or other existing & emerging data sources)
- Model update & other software
- Land use forecasting/allocation tools, Cumulative Impacts, Market factors
- Growth totals
- Bicyclist & pedestrian counts
- Familiarity and confidence with federal performance data requirements

### Strategy 2: Bolster Needs Assessment

- Review & incorporation of other agency plans
- Move to corridor/network-level and systems thinking
- Roadways (update Congestion Management)
- Safety
- Freight (update and combine)
- Transit
- Active Transportation
- ITS (support to SRTMC)
- Pavement management
- Green space & natural areas

### Strategy 3: Visualization

- Cumulative impacts
- Growth control totals (jurisdictional & sub-allocations)
- Data
- Funding
- Financial

### Strategy 4: Align Policies with Needs Assessments

- Incentives/disincentives to encourage compliance with regional goals/plans
- Update of Complete Streets and utilization of the policy

### Strategy 5: Lead pilot studies to bring together stakeholders for system approaches

- I90/195 Connection improvements
- Division Street re-imagined
- Evaluation of outcomes of projects after construction compared to predicted results

# SRTC Strategic Plan – DRAFT 10/31/17

## Growth Evaluation, Prioritization & Programming

Purpose: With improved tools and process (strategy #2), SRTC can develop/modify prioritization and programming methods at the project/corridor level, and have a confident, deliberate investment strategy that reflects regional policies

### Why does this matter?

- Requires confidence in data, methods and analysis tools (Priority Area B) to implement effectively
- Opportunities with upcoming Call for Projects to guide the effort into a set of corridor needs, rather than strictly jurisdictional-specific needs
- Adopt a set of regional priority goals for economic development, land use, etc. and align prioritization of projects with these regional goals as well as other transportation goals
- Need to evolve current prioritization methods and develop evaluation criteria consistent with regional policies
- Provide greater accountability to funding decisions and project delivery by implementing agencies
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### Strategy 1: Continued Refinement/Refreshing of Prioritization

- Evaluation of initial project prioritization effort
- Technical evaluation/revision to align with long-transportation plan and Board direction
- Develop an investment policy/formula for modes/geography
- Technical Committee and Board Involvement
- Monitor, report and fund in alignment with federal performance regulations & regional values
- Development policies for project types & contexts, recognizing not all projects achieve the same regional goals

### Strategy 2: Growth Totals & Consensus on Regional Land Use Goals

- What is role of MPO in the GMA?
- Identify the models that exist for better alignment (DRCOG MOU; ARC LCI)
- Tie Regional Model to Land Use Allocations
- Determine regional policies and how they influences transportation priorities when there is a major land use shift
- Establish Memorandum of Understanding
- Identify potential incentives/disincentives to compliance with growth totals

### Strategy 3: Policy & Process for Delayed Projects

- Problem solving
- Opportunities for transfer to other projects, funding pools



# SRTC Strategic Plan – DRAFT 10/31/17

## Regional Collaboration & Leadership

Purpose: By providing the unified voice, SRTC will align transportation funding with other regional goals, including economic development, while also bringing more funding to the region

### Why does this matter?

- Desire for a unified regional voice that showcases a sense of regional alignment and governance to state and national officials
- Improve opportunities for success in major project funding pursuits
- Need to better align regional transportation and economic development goals and understand the interrelationships between the two
- Better understanding of the transportation/land use connection, public health, quality of life (Priority Area B, Strategy 2)
- Growing recognition that region will need to be less reliant on federal and state funding sources in the future
- Requires confidence in data, methods, analysis, and prioritization tools (Priority Areas B & C) and builds off of the application of core requirements and data tools.

### Strategy 1: Legislative Position Statements

- Policy-based
- Package of projects built in partnership with area Chambers of Commerce and business partners
- Readiness for competitive & ad hoc funding opportunities
- Assist with funding pursuits of member agencies as needed

### Strategy 2: Policy Statements for...

- Land Use
- Economic Development
- Public Health
- Safety

### Strategy 3: Project the Message

- Stakeholder outreach
- Topical information sheets
- Community Involvement
- Connecting TAC and TTC to Board
- Pursue having individual agencies adopt the MTP

### Strategy 4: Transportation & Economic Development Deep Dive

- What are the impacts?
- What do partnerships & roles look like?
- Consistent involvement with Stakeholders
- Emerging trends

### Strategy 5: Partners

- Roles (What they stand to give/gain)
- New ones (School Districts, Universities)
- North Idaho

### Strategy 6: Operations & Organizational Structure

- Dues structure
- Independence (non-profit)
- Council of Government (COG) option

### Strategy 7: Funding Needs Assessment

- Organizational funding needs
- Outside funding for projects (e.g. health sector)

## MEMORANDUM

DATE: November 22, 2017

TO: Members of the Transportation Technical Committee

FROM: Sabrina Minshall, Executive Director

SUBJECT: Draft Calendar Year (CY) 2018 Budget- for information only

### Summary

Each year, SRTC develops an annual budget that outlines the anticipated revenues and expenditures for the upcoming year. The draft CY 2018 Budget is provided in the **Attachment**. The Board Administrative Committee reviewed and discussed the draft budget on October 12, 2017 and November 9, 2017. The entire Board reviewed and discussed the draft budget on November 9, 2017. The CY2018 budget will be considered by the Board for adoption on December 14, 2017. The draft budget includes items reflective of high priority strategies in the draft SRTC Strategic Plan.

Budget highlights reflecting strategies in the draft strategic plan include the following:

- The draft CY 2018 budget maintains the current local dues structure, based on an assessment of \$0.20 per capita.
- The budget includes a 2.0% General Wage Increase for employees. These wage increases do not apply to the Executive Director, as that salary is set annually by the Board.
- State funds are projected to remain flat, while federal funds are projected to increase slightly in the coming year. The budget also includes using additional federal planning funds that weren't spent in the prior year.
- Through the third quarter of 2017, SRTC's cash balance was \$406,480.
- The budget includes a slight decrease in Full Time Equivalent (FTE) positions from 10.85 in 2017 to 10.78 in 2018.
- Anticipated employer cost increases for employee benefits have been included in the draft budget. Retirement and Insurance benefits increased 7.3% from prior year.
- The draft budget proposes replacing the IT Manager position with contracted IT services from a 3<sup>rd</sup> party vendor or agency.
- The budget includes funding in Travel, Training & Staff Development for SRTC Board Members to attend Transportation Planning conferences and leadership events. An Education Series with national experts/speakers (4) has also been budgeted for 2018.
- Projects for Travel Model Data Acquisition and an I-90 / Hwy-195 Connections Study are budgeted as it is anticipated a portion of the work is to take place in 2018. Specific external revenues are associated with both projects.

The total estimated revenues for CY 2018 are summarized below:

FHWA PL (planning) Funds	\$720,845
FTA 5303 (planning) Funds	281,000
STBG Planning Funds	250,000
STBG Data & Study Funds (project specific)	250,000
RTPO State Planning Funds	140,438
Local Dues	188,064
<u>Other Local Study Funds</u>	<u>\$50,000</u>
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$1,880,347</b>

The total estimated expenditures by budget division for CY 2018 are summarized below:

Personnel	\$1,250,879
Contractual and Professional Services	380,385
Materials and Services	119,455
Travel, Training, and Staff/Board Development	72,475
<u>IT Operations</u>	<u>\$57,153</u>
<b>TOTAL ESTIMATED EXPENDITURES</b>	<b>\$1,880,347</b>

### **Policy Implications**

The draft CY 2018 Budget was prepared within the framework of the Board's priorities for the agency and recent strategic plan discussions. In particular, the budget focuses available resources on core planning activities, as outlined in the Fiscal Year (FY) 2018 Unified Planning Work Program (UPWP).

### **Technical Implications**

The 2014 Interlocal Agreement calls for the SRTC Board to provide a proposed work program and budget to the member agencies by August 1 of the preceding year. A letter notifying the member agencies of our anticipated dues for Calendar Year (CY) 2018 was distributed on July 14, 2017. To date, no comments on the proposed dues have been received.

### **Prior Committee Actions**

None

### **Requested Action**

For information

# Calendar Year 2018 Budget

November 9, 2017 DRAFT

- City of Airway Heights
- City of Cheney
- City of Deer Park
- City of Liberty Lake
- City of Medical Lake
- City of Millwood
- City of Spokane
- City of Spokane Valley
- Spokane Airports
- Spokane County
- Spokane Transit Authority
- Town of Fairfield
- Town of Latah
- Town of Rockford
- Town of Waverly
- Washington State Department of Transportation
- Washington State Transportation Commission



**421 W Riverside Ave Suite 500  
Spokane WA 99201  
509.343.6370  
www.srtc.org**