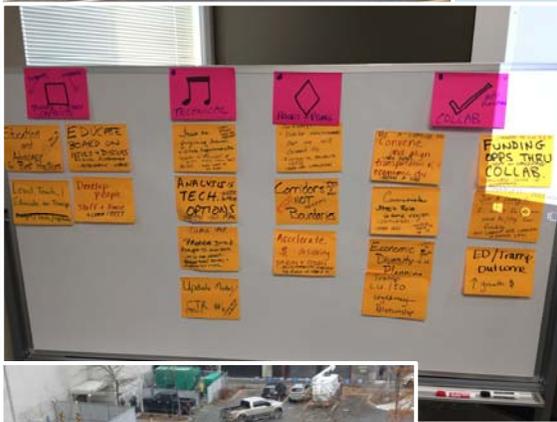# SRTC
SPOKANE REGIONAL TRANSPORTATION COUNCIL

Strategic Plan

FINAL-Adopted

SRTC Board of Directors
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Introduction & Purpose

Spokane Regional Transportation Council (SRTC) evaluated its over-arching organizational strategies in 2017 so the agency can focus on priority tasks over the next three years. With a new Director and an updated Metropolitan Transportation Plan, Horizon 2040, up for adoption in December, SRTC is focusing on what it can do to continue emphasizing federal and state requirements while building greater capacity for regional transportation strategies and governance.

This strategic plan exercise is timely, considering what is occurring nationally in transportation. The region is challenged to meet the needs of emerging growth in urban, suburban, and rural areas while a lack of transportation funding is exacerbated by 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 identifying and responding to these will pose opportunities and challenges for SRTC and its member agencies.

A strategic planning process helps an organization uncover ways to improve performance, restructure to reach its full potential, and solve organizational problems. A well-designed strategic plan drives how an organization responds to opportunities and challenges. It's also communicates 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 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 priority areas do not always have a linear or chronological relationship (as seen at right), but success in each area will require success in other areas to achieve maximum results and maximum efficiency.

The focus of the Plan builds upon the solid foundation SRTC has established, while emphasizing 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. Over the next three years, the Strategic Plan will be implemented through every facet of SRTC work.

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)

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/I95 Connection improvements
- Division Street re-imagined
- Evaluation of outcomes of projects after construction compared to predicted results

Growth Evaluation, Prioritization & Programming

Purpose: With improved tools and process, 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 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

Strategy 1: Continued Refinement/Refreshing of Prioritization

- Evaluation of initial project prioritization effort & develop parameters for updating
- 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
  Emphasize role of activity centers and downtown to the region and impact on transportation patterns
- Identify potential incentives/disincentives to compliance with growth totals
- Activity centers and land use proposals of regional significance

Strategy 3: Policy & Process for Delayed Projects

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

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
- 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 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 Governments (COG) option

Strategy 7: Funding Needs Assessment
- Organizational funding needs
- Outside funding for projects (e.g. health sector)