

# Transportation Advisory Committee Meeting

Wednesday, October 26, 2022 | 3:00 PM

**Hybrid In Person/Virtual Meeting**

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SRTC Conference Room, 421 W Riverside Ave Suite 504, Spokane WA 99201

On Zoom at:

<https://us02web.zoom.us/j/83721294845?pwd=WTFzWE5IOVkvUGxFMmV6OGZlbjcyZz09>

Meeting ID: 837 2129 4845 | Passcode: 184781

By Phone

Meeting ID: 837 2129 4845 | Passcode: 184781

Or find your local number: <https://us02web.zoom.us/j/kcAUWzFGwo>

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Public comments are welcome and can be shared during the meeting or submitted in advance via email to [contact.srtc@srtc.org](mailto:contact.srtc@srtc.org) or by mail to 421 W Riverside Ave Suite 500, Spokane WA 99201 or by phone to 509.343.6370. Deadline to submit comments in advance is 12:00pm the day of the meeting.

SRTC is committed to nondiscrimination in accordance with Title VI of the Civil Rights Act of 1964, and Civil Rights Restoration Act of 1987 (P.O. 100.259) and the Americans with Disabilities Act. Reasonable accommodations can be requested by contacting the SRTC office by telephone at (509) 343-6370 or by email at [contact.srtc@srtc.org](mailto:contact.srtc@srtc.org) at least 48 hours in advance.

## Transportation Advisory Committee Meeting

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Wednesday, October 26, 2022 | 3:00 PM

### AGENDA

<i>Time</i>	<i>Item</i>	<i>Page</i>
3:00	1 Call to Order / Record of Attendance	
3:02	2 Approval of September 2022 TAC Meeting Minutes	3
3:03	3 Public Comments	
3:05	4 TAC Member Comments	
3:10	5 Chair Report on SRTC Board of Directors Meeting	

### ACTION ITEMS

3:15	6 <b>CY 2023 Transportation Improvement Program Guidebook</b> <i>(Kylee Jones)</i>	6
3:25	7 <b>Coordinated Public Transit-Human Services Transportation Plan</b> <i>(Jason Lien)</i>	9

### INFORMATION AND DISCUSSION ITEMS

3:35	8 <b>Human Services Transportation Plan: Consolidated Grant Ranking Process</b> <i>(Jason Lien)</i>	10
3:45	9 <b>Equity Planning Framework</b> <i>(Michael Redlinger)</i>	11
3:55	10 <b>Unified List of Regional Transportation Priorities &amp; Legislative Priority Statements</b> <i>(Eve McMenamy)</i>	23
4:05	11 <b>Transportation Performance Management: Introduction</b> <i>(Mike Ulrich)</i>	27
4:10	12 <b>TAC Officer Elections</b> <i>(Jason Lien)</i>	28
4:15	13 <b>Passenger Rail</b> <i>(Guest Speaker: All Board Washington)</i>	n/a
4:25	14 <b>Agency Update</b> <i>(Jason Lien)</i>	n/a
4:30	15 <b>Adjournment</b>	

**Spokane Regional Transportation Council - Transportation Advisory Committee**

September 28, 2022 | Meeting Minutes

Hybrid Meeting at SRTC, 421 W Riverside Ave Suite 504, Spokane WA 99201 and virtually on Zoom

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**# 1 Call to Order/Record of Attendance**

Chair Rhonda Young called the meeting to order at 3:01 pm.

**IN ATTENDANCE****TAC Members:**

Raychel Callary

Todd Coleman

Charles Hansen

Carlie Hoffman

Caleb Newbill

Bill White

Charlie Wolff

Rhonda Young

Claudine Zender

Kim Zentz

**SRTC Staff:**Jason Lien, *Principal Transportation Planner*Eve McMenemy, *Deputy Executive Director*Lois Bollenback, *Executive Director*Mike Ulrich, *Principal Transportation Planner*Julie Meyers-Lehman, *Admin.-Exec. Coordinator***# 2 Approval of August 2022 TAC Meeting Minutes*****Mr. Coleman made a motion to approve the minutes. Mr. White seconded. Motion passed unanimously.*****# 3 Public Comments**

There were no public comments.

**# 4 Technical Member Comments**

There were no public comments.

**# 5 Chair Report on SRTC Board of Directors Meeting**

Chair Young shared highlights from the September SRTC Board meeting.

**ACTION ITEMS****# 6 2023-2026 Transportation Improvement Program (TIP)**

Ms. Jones provided a background of a TIP, described its development each year, and explained how projects become part of the plan. The 2023-2026 TIP contains 87 projects with a total of \$1B of worth of investments. She shared a chart that outlined projects by type and spoke about the public meeting held on 09/21.

There was discussion about the similarities and differences of projects in the TIP and the Unified List of Regional Transportation Priorities. Ms. Jones clarified what is meant by the term “regionally significant”.

***Mr. White made a motion to recommend Board approve Resolution 22-16. Mr. Newbill seconded. Motion passed unanimously.***

## **# 7 Unified List of Regional Transportation Priorities: Process & Screening Criteria**

Ms. McMenemy reported on the development of Unified List of Regional Transportation Priorities (UL) process, which began in 2021 at the direction of the Board. She explained that primary purpose of the list is as a communication tool for member agencies and regional partners use in discussion with legislators about regional priorities. The project has three steps: setting legislative priority statements, developing a strategic and focused list of projects, and creating detailed individuals project information sheets

She reviewed the scoring criteria and noted what had changed after input from the TAC and TTC last month. A draft project list will be presented to the TAC the 10/26 meeting. Ms. McMenemy said that the Board expressed support for adding Equity as a focus area/.

There was discussion about plans to further modify the criteria next year. Ms. McMenemy noted that project sponsors have been asked to limit applications to projects which are already in their own agency's legislative priorities and/or to those with regional impact.

***Ms. Zentz made a motion to recommend Board approval of the Unified List process and screening criteria. Ms. Callary seconded. All votes were in favor.***

## **INFORMATION & DISCUSSION ITEMS**

### **# 8 Equity Planning Framework**

Mr. Redlinger shared information about the ongoing development of the SRTC Equity Planning Framework by the Equity Planning Work Group; a draft framework will be presented next month for review. He reported that five major themes have emerged from the group's work:

1. Engagement Processes/inclusive engagement
2. Increasing access to opportunities
3. Sustainability, health, and safety
4. Equity spending + project prioritization
5. Performance Evaluation Metrics

The final step will be prioritizing/developing specific recommendations and defining next steps.

The group discussed and comments included:

- Concern that a future Equity Advisory Committee not able to take action. For real changes to be made in equity, it would be important that an Equity Committee have more input than just being heard.
- Per the 2021 Interlocal Agreement, committees are developed through a resolution process; so there would be opportunities for discussion by the TAC of an Equity Committee's roles and responsibilities.
- Many member jurisdictions are currently holding discussions about equity within their organizations and with stakeholders
- While the Board cannot defer decision making to committees, but it can empower committees to do specified things.

Chair Young had another meeting to attend and turned the meeting over to the Vice-Chair Kim Zentz.

### **# 9 Coordinated Public Transit – Human Services Transportation Plan (CPT-HSTP)**

Mr. Lien defined the CPT-HSTP and its purpose, which is to review available transportation services, assess needs/gaps, and identify strategies to improve transportation for people who have special transportation needs, such as senior citizens, people with disabilities, people with lower incomes, and people in rural areas.

The plan is developed in collaboration with Spokane Transit; having a current CPT-HSTP is a requirement for several state and federal grant programs.

He recapped public outreach completed over the last few months; the draft CPT-HSTP plan was released for public review on 9/1. A public comment period for the draft document is open until 10/14 and the Board will be asked to approve it in November. The Draft Plan is available under the SRTC Plans & Programs [Page](#). Mr. Lien will seek assistance from TTC and TAC members next month to rank projects submitted through the WSDOT Consolidated Grant Program. There were no questions or discussion.

#### **# 10 CY 2023 Transportation Improvement Program (TIP) Guidebook**

Ms. Jones stated that the Guidebook is updated annually and is used by member jurisdictions as a reference guide for SRTC policies and due dates for TIP amendments and administrative modifications. The changes for 2023 include:

- The addition of a toll credits policy (approved by the Board earlier this year)
- Updates to policy 3.2 and 4.4
- Schedule updates for the TIP amendment and administrative modification process
- Other minor language changes

Ms. Jones shared the comments by the TTC about the proposed change to Policy 4.4 at their meeting earlier in the day. There were no questions or discussion.

#### **# 11 SFY 2022-2023 Unified Planning Work Program Update (UPWP)**

Mr. Lien explained what the UPWP is and how it guides the work done at SRTC. He said the UPWP outlines the agency core functions, planning activities, anticipated revenues/expenditures and other responsibilities and duties. Descriptions of completed tasks and those progress were included in the packet. The TAC will be asked to review scheduled tasks and provide input when staff starts to develop the 2024-2025 UPWP. There were no questions or discussion.

#### **# 14 Agency Update and Future Information Items**

Mr. Lien shared details about SRTC's October 13 Electric Transportation Grant Commencement Community Celebration being held at The Hive.

#### **# 15 Adjournment**

There being no further business, the meeting adjourned at 4:11 pm.

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Julie Meyers-Lehman, Recording Secretary

To: Transportation Advisory Committee

10/19/2022

From: Kylee Jones, Associate Transportation Planner III

**TOPIC: CY 2023 TRANSPORTATION IMPROVEMENT PROGRAM (TIP) GUIDEBOOK**

**Requested Action:**

Recommend Board approval of the 2023 TIP Guidebook

**Key Points:**

- The SRTC TIP Guidebook establishes goals and objectives for the TIP, outlines specific programming policies, and provides critical TIP timelines and information for various processes.
- The TIP Guidebook is a programming resource for SRTC member agencies, the Board of Directors, and advisory committee members.
- The first TIP Guidebook was developed in 2013 and is updated yearly to incorporate new schedules, procedures, and programming policies.
- Changes to the 2023 Guidebook include:
  - Addition of a Toll Credits Policy, which was approved by the SRTC Board of Directors on 05/12/22.
  - Modification to Policy 3.2 and Policy 4.4
  - Update to the cyclical dates and removal of the 2022 Call for Projects schedule
  - Update the term “Regional Project Priority List” to “Contingency List” throughout the guidebook
  - Includes a 2023 Call for Preservation Projects schedule
- A copy of the draft Guidebook can be found [HERE](#)

**Board/Committee Discussions:**

At their meetings on 09/28/22 the Transportation Technical Committee and Transportation Advisory Committee received the draft Guidebook in September and provided input. The Board will be asked to approve the document in November 2022.

**Public Involvement:**

All meetings at which the 2023 TIP Guidebook will be discussed are open to the public.

**Staff Contact:** Kylee Jones, SRTC | [kjones@srtc.org](mailto:kjones@srtc.org) | 509.343.6370

**Supporting Information**

**TOPIC: 2023 TRANSPORTATION IMPROVEMENT PROGRAM (TIP) GUIDEBOOK**

**1. Substantive changes to Policies 3.2 and 4.4.**

**Current Policy 3.2:**

SRTC is responsible for determining whether a project change is an amendment or administrative modification.

**Proposed Policy 3.2:**

SRTC is responsible for determining whether a project change is an amendment or administrative modification. **SRTC reserves the right to process amendments as often as necessary.**

**Current Policy 4.4:**

If a project phase does not meet its targeted obligation date; SRTC may administratively grant the project sponsor a one-time extension of up to two (2) years. The project sponsor has 30 calendar days from the date it was notified of the administrative extension to submit a revised project delivery schedule for the project to SRTC. If a revised schedule has not been received within that time period, the project will be presented to the SRTC Policy Board for direction and possible removal from the TIP.

**Proposed Policy 4.4:**

If a project phase **will** not meet its targeted obligation date; the project sponsor **must submit a written request to SRTC for a** one-time extension of up to two (2) years. **The request must include an explanation for the request and identify proposed impacts, such as schedule or budget. Project extension requests will be shared with SRTC Policy Board by SRTC staff. Project extension will be reflected through an approved amendment of the TIP.**

**2. 2023 Call for Preservation Projects Schedule**

<b>SRTC Call for Capital Maintenance &amp; Preservation Projects Schedule</b>	
<b>2022</b>	
Nov 8	TIP Working Group meeting - Preservation Call for Projects – Principles of Investment & Application Review
Dec 13	TIP Working Group meeting - Preservation Call for Projects – Principles of Investment & Application Review
Dec 14	TTC & TAC meeting - Preservation Call for Projects - Principles of

	Investment (Informational)
<b>2023</b>	
Jan 12	SRTC Board meeting - Preservation Call for Projects - Principles of Investment (Informational)
Jan 25	TTC & TAC meeting - Preservation Call for Projects - Principles of Investment (Action) – Request Volunteers for Scoring
Feb 9	SRTC Board meeting - Preservation Call for Projects - Principles of Investment (Action)
<b>Feb 10</b>	<b>CALL FOR PROJECTS RELEASED</b>
<b>Apr 14</b>	<b>APPLICATION Package DUE by 3:00 pm.</b>
<b>Apr 17-21</b>	SRTC Staff Review
Apr 24-May 5	Pavement committee fieldwork verification
Apr 24-May 12	TTC & TAC (multi-agency) project scoring
May 24	TTC & TAC meeting - Review preliminary results (Informational)
June 8	SRTC Board - Review preliminary results (Informational)
June 28	TTC & TAC meeting - Recommend preservation funding (Action)
July 13	SRTC Board – Approve awards for preservation projects (Action)
August – October	2024-2027 TIP development process which includes a 30-day public comment period on the draft TIP.



To: Transportation Advisory Committee

10/19/2022

From: Jason Lien, Principal Transportation Planner

**TOPIC: COORDINATED PUBLIC TRANSIT – HUMAN SERVICES TRANSPORTATION PLAN UPDATE**

**Requested Action:**

Recommend approval of the 2022 CPT-HSTP update.

**Key Points:**

- The planning process to update the Coordinated Public Transit-Human Services Transportation Plan (CPT-HSTP) began in early 2022. SRTC is leading the process, in partnership with STA. Since February, all interested parties and target groups were encouraged to provide input through a survey. With the survey closing in August, staff incorporated this feedback and completed the Draft 2022 CPT-HSTP.
- The Draft CPT-HSTP was published on 9/1/22 and went through a public review period that concluded on 10/14/22. Staff has made small changes to the Draft Plan and posted the final update on the [SRTC site](#).
- The CPT-HSTP addresses human services transportation within the planning area of Spokane County, with emphasis on projects and programs that serve persons with disabilities, older adults, and individuals with lower incomes.
- The CPT-HSTP is the guiding document for human services transportation project programming. Organizations applying to WSDOT's Consolidated Grant Program must cite the need they are addressing as identified in local CPT-HSTPs. Human services transportation planning is also a required component of FTA's Section 5310 grant program – Enhanced Mobility for Seniors and Individuals with Disabilities.

**Board/Committee Discussions:**

The Board was updated at their October 2022 meeting. Committees were last briefed in September 2022. Staff will seek a recommendation from the TTC and TAC this month, with final approval of the CPT-HSTP update on the Board's November meeting agenda.

**Public Involvement:**

The planning process included extensive public involvement. The [Project Page](#) is the public facing site for information. Comments may be submitted to staff contact Jason Lien.

**Staff Contact:** Jason Lien, SRTC | [jlien@srtc.org](mailto:jlien@srtc.org) | 509.343.6370

To: Transportation Advisory Committee

10/19/2022

From: Jason Lien, Principal Transportation Planner

**TOPIC: HUMAN SERVICES TRANSPORTATION PLAN – CONSOLIDATED GRANT RANKING PROCESS**

**Requested Action:**

None. For information and discussion. Volunteers will be sought to participate.

**Key Points:**

- The WSDOT Consolidated Grant Program released its application for the 2023-2025 biennium in July 2022. The application deadline is 10/27/22. The program supports public transportation related projects, including service between cities and within rural areas, paratransit/special needs transportation, mobility management, and new/replacement vehicles. For the 2023-2025 cycle, WSDOT will award consolidated grants from five state and federal sources, and project guidance is from our local Coordinated Public Transit-Human Services Transportation Plan.
- The state's application review process requires RTPOs to submit regional rankings for projects submitted to the Consolidated Grant Program. As the RTPO for Spokane County, SRTC facilitates the project ranking process. Rankings are based on A-B-C allocations from the state.
- Staff will need a **minimum of 3 volunteers** from the TAC to review Consolidated Grant project applications using a set of four scoring criteria. The group will be combined with volunteers from the TTC.
- The anticipated time commitment is a kick-off meeting followed by scoring (~10) applications on your own time. The group scoring will be averaged and used to determine A-B-C ranking results. The process may be coordinated through email with initial completion by 11/09/22. A recommendation of the final rankings would come before the TTC and TAC at their respective November meetings.

**Board/Committee Discussions:**

This is the first formal discussion of this item. Staff will seek Consolidated Grant ranking recommendations from the TTC and TAC in November, with approval of the rankings before the SRTC Board in December. The approved project rankings will be incorporated into Appendix C of the 2022 CPT-HSTP.

**Public Involvement:**

All SRTC Board and Committee meetings are open to the public.

**Staff Contact:** Jason Lien, SRTC | [jlien@srtc.org](mailto:jlien@srtc.org) | 509.343.6370

To: Transportation Advisory Committee

10/17/2022

From: Michael Redlinger, Associate Transportation Planner 2

**TOPIC: EQUITY PLANNING FRAMEWORK**

**Requested Action:**

None. For Information.

**Key Points:**

- SRTC's State Fiscal Years 2022-2023 Unified Planning Work Program (UPWP) defines SRTC's work task to create an equity planning framework in 2022.
- SRTC is working on developing an equity planning framework to maximize regional competitiveness for funding opportunities, meet state and federal requirements, improve existing equity planning methodologies, and positively impact our community.
- Earlier this year, SRTC assembled a working group comprised of TAC and TTC members as well as one Board member. The working group met eight times – once each month in March through October.
- In August, the working group began prioritizing recommendations from potential tools and strategies that were discussed throughout the year.
- Please review the Draft Equity Planning Framework document, see **Attachment**.
- The draft document includes an introduction and equity statement, recommendations, as well as a short section documenting the equity planning work group process.
- If you have feedback, questions, concerns, or if you would like additional information, please reach out to the SRTC staff contact.
- At their November meeting, SRTC will be asking the TAC to recommend approval of the Equity Planning Framework to the SRTC Board.

**Board/Committee Discussions:**

This item was first presented to the TAC in January. The Transportation Advisory Committee was most recently presented an update on this item during their September meeting.

**Public Involvement:**

All Board and committee meetings are open to the public.

**Staff Contact:** Michael Redlinger, SRTC | [mredlinger@srtc.org](mailto:mredlinger@srtc.org) | 509.343.6370

## Equity Statement

The Spokane Regional Transportation Council's (SRTC's) mission is to ensure that all Spokane County residents have access to safe and reliable transportation options that support economic opportunity and quality of life regardless of a person's economic, social, ethnic, race, age, sexual orientation, physical, mental, or geographic circumstances. SRTC is committed to equitable delivery of its programs and services – and to pursuing equitable outcomes in the Greater Spokane community.

**Equity** is defined as action to promote fairness of opportunity for all people. This means removing barriers in day-to-day decisions, existing practices, and laws that deny everyone from fully participating in society.<sup>1</sup> The full Washington State definition of equity can be found within the State Office of Financial Management's Diversity, Equity, and Inclusion Glossary.<sup>2</sup>

**Equity in transportation** seeks fairness in mobility and accessibility to meet the needs of all community members. A central goal of transportation is to facilitate social and economic opportunities by providing equitable levels of access to affordable and reliable transportation options based on the needs of the populations being served, particularly populations that are traditionally underserved.<sup>3</sup>

Equity gives all people a fair and just shot in life despite historic patterns of racial and economic exclusion. The ideal outcome of this work would be that transportation system burdens and benefits, as well as opportunities for all people, are no longer predictable by race or other identifiers.

## What is the Equity Planning Framework?

The proposed equity planning framework includes the primary themes and recommendations which emerged from the 2022 equity planning work group and framework development process. The document has also incorporated additional feedback from SRTC's Transportation Technical Committee (TTC), Transportation Advisory Committee (TAC), and Board of Directors.

We can only maximize our success as a region when we fully address existing inequities and fully demonstrate positive outcomes. In order to drive positive transformative actions in our community as they relate to transportation, the equity planning work group proposed SRTC commitment to pursuing the recommendations listed in this document. Through this effort,

<sup>1</sup> Washington State Department of Transportation, "Open Your Equity Lens", accessed October 14, 2022, <https://wsdot.wa.gov/sites/default/files/2022-02/Equity-Lens.pdf>

<sup>2</sup> Washington State Office of Financial Management, "Diversity, Equity and Inclusion – Glossary of Equity - Washington," accessed October 14, 2022, <https://ofm.wa.gov/sites/default/files/public/shr/Diversity/SubCommit/DEIGlossaryofEquityRelatedTerms.pdf>.

<sup>3</sup> The Transportation Planning Capacity Building Program, "What Is Equity in Transportation," Transportation Equity - Transportation Planning Capacity Building Program (United States Department of Transportation), accessed October 14, 2022, [https://www.planning.dot.gov/planning/topic\\_transportationequity.aspx](https://www.planning.dot.gov/planning/topic_transportationequity.aspx)

SRTC will advance our core values - Regional Leadership, Collaboration, Accountability, Innovation, Transparency, Inclusiveness, and Integrity.

All items are recommendations, for which a secondary implementation process may be required.

## Development

The equity planning work group was assembled from members of SRTC's Transportation Technical Committee, Transportation Advisory Committee, and Board of Directors between January and February 2022. Additional participants from SRTC's member jurisdictions were also welcomed on a voluntary basis. Not all work group members were present for every meeting, but a detailed overview and recording of each meeting was provided to those who were unable to attend.

The work group met eight times – monthly between March and October – to discuss equitable transportation planning in Spokane County, propose potential tools and strategies, and prioritize top recommendations. The work group also reviewed materials from other agencies, heard from guest speakers from other Metropolitan Planning Organizations (MPOs), and heard guest speakers from two of Spokane's historically overburdened neighborhoods. Each meeting was at least an hour in duration.

### **Board and Committee members on the equity planning work group:**

Colin Quin-Hurst, City of Spokane, TTC  
Cindy Green, Spokane Regional health District, TTC  
Mike Tressider, Spokane Transit Authority, TTC  
Kelly Fukai, Washington State Transportation Commission, SRTC Board of Directors  
Kim Zentz, Urbanova, TAC  
Raychel Callary, Lilac Services for the Blind, TAC  
Bill White, T-O Engineers, TAC  
Rhonda Young, Gonzaga University, TAC  
Char Kay, Washington State Department of Transportation, TTC

### **Other equity planning work group members:**

Paul Kropp, Spokane Plan Commission Transportation Subcommittee  
Alex Gibilisco, Manager of Equity and Inclusion Initiatives - Spokane City Council

### **SRTC Staff Participants:**

Michael Redlinger, Associate Transportation Planner II

Kylee Jones, Associate Transportation Planner III

Eve McMenemy, Deputy Executive Director

## Equity Planning Themes

*Through this work, five important themes emerged which we utilized to help organize our recommendations. The five themes are:*



### Engagement Processes



### Increasing Access to Opportunities



### Sustainability, Health, and Safety



### Equity Spending and Project Prioritization



### Performance Evaluation Metrics

## Recommendations

The following list includes the top recommendations by theme. Items are not in any particular order, and some items may appear under more than one theme. Symbols as illustrated below indicate the estimated staff requirements, costs, timeframe, and requirements for member agencies.

### Staff Resources and Costs:

\$ - \$ \$ \$ \$

In terms of staff personnel and time as well as additional cost to the agency.

### Member Agency Activities:



Will action be required of member agencies or committee members?

### Estimated Timeframe:

**Short** (2023-2024)

**Mid** (-2025)

**Long** (-2026 or beyond)



## Engagement Processes

- **Recommendation:** Establish an equity work group or advisory group as a continuing activity. This would require Board action to establish the work group, including its composition and responsibilities. The group could include members of the TAC and/or TTC, Board, and community representatives. The group could complement and support external SRTC outreach to EJ communities/service providers.

\$ \$ \$ ✓ Short

- **Purpose and benefit:** If established, an equity advisory group could help SRTC by serving two (or three) key functions.
    - Advise the agency on criteria and targets for project-level assessment.
    - Review projects and programs to determine which projects have been effective in their stated goals vs. those that have been less impactful.
    - Ensure equity remains a living, evolving topic in SRTC's planning process.
- **Recommendation:** Ask sponsors to report the level of engagement during project planning and outreach. Support projects with greater community support. Define what qualifies as meaningful engagement.

## \$ \$ ✓ Short

- **Purpose and benefit:** Ensure that all communities' voices are heard and that projects that truly benefit local communities rise to the top when it comes to equity. Improve SRTC's understanding of who we (and our members) are reaching and who we are not so that we can prioritize projects that benefit our most impacted communities.

- **Recommendation:** Add an equity statement into SRTC's Public Participation Plan as an update.

## \$ Short

- **Purpose and benefit:** An equity statement included in our Public Participation Plan would make SRTC's emphasis clear to both the public and our stakeholders. It would build on work done during the last PPP update and indicate the important place of equity within our public engagement protocols.

- **Recommendation:** Regular staff-level training for SRTC staff and SRTC members. This could be coordinated by SRTC staff, or through a common third-party resource (such as WSDOT). Important topics include: What does meaningful engagement look like? What does SRTC mean by equity? Though this would include equitable engagement, training and education should also go beyond engagement and include how SRTC functions as an equitable organization.

## \$ \$ \$ ✓ Short

- **Purpose and benefit:** SRTC staff and member agencies should understand how we define and analyze equity to maximize meaningful participation in agency activities. Member agencies should have a common understanding of what meaningful engagement means to the agency and what that practically looks like within the transportation planning process.

- **Recommendation:** Consider an SRTC policy (or Public Participation Plan update) to standardize compensation and incentives for public input in targeted outreach situations. This would include research on the most effective way(s) to utilize incentives as well as policy compliance with the federal and state government.

## \$ \$ \$ Mid

- **Purpose and benefit:** A single policy would help organize our protocols for incentives, organizing, and hiring consultants - as well as provide guidance for when incentives may bolster the effectiveness of targeted outreach efforts.





## Increasing Access to Opportunities

- **Recommendation:** An equity planning assessment for projects (such as WSDOT's forthcoming environmental justice assessment tool or the University of South Florida's Center for Urban Transportation Research's Transportation Equity Toolkit). Once equity is included among SRTC's guiding principles, criteria and targets could be set by the SRTC Board with the input of SRTC's committees and staff.

\$ \$ \$ \$ ✓ Short

- **Purpose and benefit:** An equity assessment for projects would:
  - Help provide a backbone for equity project scoring for multiple planning efforts.
  - Position SRTC to review and potentially adopt the environmental justice assessment set by the state of Washington as part of the HEAL Act implementation process. That assessment tool, once completed (no later than 7/1/23), will be applied at the state level to all projects and programs (≥ \$15 million) receiving state dollars.
- **Recommendation:** Make use of origin/destination data – such as connectivity and access between EJ area origins and key destinations. This process could be utilized to help identify areas where projects may be impactful, as well as to help review project impact. As an initial step, SRTC would need to identify an effective origin/destination data source, acquire data, and establish a methodology for analysis. The data would be kept up to date through regular updates or acquisitions of new data.

\$ \$ \$ \$ Mid

- **Purpose and benefit:** Help identify barriers to access as well as potential projects that are likely to improve connectivity. Provide SRTC additional tools to look at built projects and their impact on the flow of people.



## Sustainability, Health, and Safety

- **Recommendation:** Improve SRTC Safe & Complete Street Policy by identifying potential areas to improve transportation equity.

\$ \$ ✓ Short

- **Purpose and benefit:** Help SRTC improve the overall equity of the region's transportation system by identifying additional areas to improve safe and complete streets and/or additional projects that should be included under the safe & complete streets policy.
- **Recommendation:** Work on ensuring that design elements are implemented and built. The equity work group heard from neighborhood councils that there is sometimes a gap between the final design of projects and the expected design elements the community recommended. Work with jurisdictions to ensure communication with the community and that project designs meet community needs.
  - \$ \$ \$ ✓ Long
  - **Purpose and benefit:** Improve communication so that the community is involved and fully informed when expectations evolve throughout stages of project development. At the MPO level, this may include additional emphasis on regular and meaningful engagement by project sponsors with community members.



## Equity Spending and Project Prioritization

- **Recommendation:** Equity should be included in the guiding principles. This would ensure equity is used as performance measure for major projects (such as the MTP, TIP, and Unified List) and allow the Board to set targets. The SRTC Board and staff will work with local agencies on the setting of targets. It is the working group's recommendation that equity be considered an agency value throughout programs and activities.
  - \$ \$ ✓ Short
  - **Purpose and benefit:** Equity as a guiding principle would help frame future activities and standardize transportation equity assessment among project evaluation criteria for the agency's major planning and project prioritization efforts. This would ensure that equity remains important to how we function at all levels as an organization.
- **Recommendation:** An equity planning assessment for projects (such as WSDOT's forthcoming environmental justice assessment tool or the University of South Florida's Center for Urban Transportation Research's Transportation Equity Toolkit). Once equity is included among SRTC's guiding principles, criteria and targets could be set by the SRTC Board with the input of SRTC's committees and staff.

\$ \$ \$ \$ ✓ Short

- **Purpose and benefit:** An equity assessment for projects would:
  - Help provide a backbone for equity project scoring for multiple planning efforts.
  - Position SRTC to review and potentially adopt the environmental justice assessment set by the state of Washington as part of the HEAL Act implementation process. That assessment tool, once completed (no later than 7/1/23), will be applied at the state level to all projects and programs (≥ \$15 million) receiving state dollars.
- **Recommendation:** Track (year over year) investment levels likely to be used by / targeted towards EJ communities. It is important that SRTC begins to track its investments in transportation equity. SRTC is obligated to ensure that the benefits of the transportation system are distributed fairly with regard to historically excluded and disadvantaged communities. Data would be maintained regularly to ensure accuracy and efficacy.

\$ \$ Mid

- **Purpose and benefit:** This would grant the agency increased awareness of potential needs as well as investment gaps and inequities. A better understanding of where SRTC dollars go (and where dollars have gone) would improve performance management and better position the agency to get ahead of discussions at the state (and federal) level.



## Performance Evaluation Metrics

- **Recommendation:** Establish an equity work group or advisory group as a continuing activity. This would require Board action to establish the work group, including its composition and responsibilities. The group could include members of the TAC and/or TTC, Board, and community representatives. The group could complement and support external SRTC outreach to EJ communities/service providers.

\$ \$ \$ ✓ Short

- **Purpose and benefit:** If established, an equity advisory group could help SRTC by serving two (or three) key functions.
  - Advise the agency on criteria and targets for project-level assessment.
  - Review projects and programs to determine which projects have been effective in their stated goals vs. those that have been less impactful.
  - Ensure equity remains a living, evolving topic in SRTC's planning process.

- **Recommendation:** Consider including equity in our annual Performance Management Framework (federally mandated measures). The tracking of investments over time and the forementioned equity work group or advisory group could play a role in pursuing this recommendation.
- **\$ \$ Mid**
  - **Purpose and benefit:** Ensure that we're setting effective goals, that we're successful on the goals we set forth, and that we continue making progress towards equitable transportation outcomes.
- **Recommendation:** Make use of origin/destination data – such as connectivity and access between EJ area origins and key destinations. This process could be utilized to help identify areas where projects may be impactful, as well as to help review project impact. As an initial step, SRTC would need to identify an effective origin/destination data source, acquire data, and establish a methodology for analysis. The data would be kept up to date through regular updates or acquisitions of new data.
- **\$ \$ \$ \$ Mid**
  - **Purpose and benefit:** Help identify barriers to access as well as potential projects that are likely to improve connectivity. Provide SRTC additional tools to look at built projects and their impact on the flow of people.

## Additional Tools and Strategies

*In addition to the top recommendations, many tools and strategies were discussed by the working group. Many of these items may be addressed within the top recommendations but appear here in a slightly different form. These items were:*

*Incorporate equity into SRTC mission, vision, and values.*

*Measure closure of observed gaps (access and demographic data). Identify gaps, measure whether gap is addressed and how well.*

*Create or adopt a scorecard to track the performance of the entire transportation system. (To evaluate comparative performance of transp. system in EJ areas)*

*Create (and leverage existing) survey data with location. (Board can make targets)*

*Ensure projects have received local community support. (Must be demonstrated)*

*Add an equity statement to the 'About SRTC' web page.*

*Draft internal policy on utilization of engagement strategy template tool.*

*Draft high-level strategic goal to increase access to opportunity for disadvantaged communities.*

*Track percent of investments going to active transportation - use EJ community data*

*Place additional focus on identifying existing gaps.*

*Draft additional questions or review process for projects that may impact areas of potential disadvantage.*

*Differentiate equity performance measures by project type.*

*Create more opportunities for targeted public involvement/public feedback data.*

*Look at changes in adjacent property value when evaluating projects and project areas.*

*Formalize translation policy and apply to major planning/mapping products.*

*Expand availability of non-English translations of important SRTC documents (and/or maps)*

*Integrate equity into administrative processes/internal operations (hiring, training, management)*

*Host regular public workshops or meetings about equity with EJ group representative groups and service providers.*

*Generate public-facing videos or education series.*

*Create/ maintain interactive public comment map (or other interactive web tools).*

*Create system to share feedback from outreach efforts between agency partners/committees. (and vice versa)*

*Leverage available bike/ped counter data in reviewing projects*

*Look for opportunities to install additional bike/ped counters for data collection*

*Place additional priority on projects where the features of project are in compliance with safe & complete streets process*

*Look to additional scenario modeling for reviewing specific groups of projects.*

*Incorporate additional GIS-based analysis.*

*Invest in access to Urban Footprint or similar service. Start by identifying communities vulnerable to different scenarios.*

*Study or needs analysis to help identify benefits and negative impacts.*

*Define EJ economic justice areas*

*Include access to transit in EJ areas to project scoring*

To: Transportation Advisory Committee

10/19/2022

From: Eve McMenamy, Deputy Executive Director

**TOPIC: UNIFIED LIST OF REGIONAL TRANSPORTATION PRIORITIES**

**Requested Action:**

None. For information and discussion.

**Key Points:**

- The Unified List of Regional Transportation Priorities is a strategic tool used to communicate the agency's current regional transportation priorities to state legislators and members of Congress for potential funding opportunities. SRTC is committed to annually updating the Unified List.
- The SRTC Board approved the Unified List Process and Criteria at their 10/13/22 meeting.
- Seven member agencies sent a total of 29 project submittals to the Unified List process, see **Attachment**.
- In addition to the Unified List of priority projects, the SRTC Board also develops legislative priority statements to share with the Washington State Legislators. The following topics of interests were discussed by the Board for potential 2023 Legislative Priority Statements.
  - Provide additional transportation safety funding to support Target Zero
  - Pursue funding strategies to replace the expected decline in gas tax revenue and advance the transportation system to a state of good repair
  - Address affordable housing and access to transportation
  - Support additional funding for Regional Transportation Planning Organizations (RTPOs) expanded responsibilities
  - Pursue a diversified approach to the development of clean fuel strategies
  - Fund regionally critical projects on the Unified List of Regional Transportation Priorities

**Board/Committee Discussions:**

The Board, TTC, and TAC provided criteria suggestions- *Transportation Discussion Series 1/13/2022-9/28/22*  
TTC & TAC provided input Draft Unified List criteria on 08/24/22 and recommended approval on 9/28/22  
The Board provided input Draft Unified List criteria on 09/08/22 and recommended approval on 10/13/22  
The Board discussed legislative priority statements at their meeting on 10/13/22.

**Public Involvement:**

All meetings at which the Unified List will be presented to the Board and committees are open to the public.

**Staff Contact:** Eve McMenamy, SRTC | [evemc@srtc.org](mailto:evemc@srtc.org) | 509.381.9466

# 2023 Unified List of Regional Transportation Priorities

## List of Submitted Projects

< UNPRIORITIZED LIST OF ALL PROJECTS SUBMITTED FOR CONSIDERATION | SORTED ALPHABETICALLY BY AGENCY >

October 18, 2022

PROJECT TITLE	AGENCY	MAP ID	PROJECT TYPE	DESCRIPTION	TOTAL COST	UNFUNDED AMOUNT	PROJECT STATUS CATEGORY
6th Avenue Multimodal Improvements	Airway Heights	AH-1	Bike/Ped	Various multimodal improvements on 6th Ave, from Craig Rd to Russell St.	\$5,203,800	\$5,203,800	DEVELOPMENT*
Hayford/U.S. 2 Congestion & Safety Project, 21st Avenue Improvements	Airway Heights	AH-2	Roadway Capital	Improve and extend 21st Ave, from Garfield Rd to Deer Heights Rd, including bike lanes, landscaped swales, sidewalk, and a roundabout at 21st Ave & Hayford Rd.	\$12,500,000	\$12,500,000	DEVELOPMENT*
US Highway 2 Multimodal Improvements Project	Airway Heights	AH-3	Planning?	Add pathways and sidewalk, improved pedestrian crossings, traffic calming, transit stations, and roundabout traffic control.	\$25,719,210	\$25,719,210	DEVELOPMENT*
Spotted Road and Airport Drive Safety and Multimodal Improvements	SIA	IA-1	Safety	Construct a grade-separated interchange at Spotted Rd over Airport Dr and relocating Spotted Rd outside of the Runway Protection Zone for the Airport's primary instrument runway.	\$28,717,324	\$28,717,324	DEVELOPMENT
3rd Avenue: Perry to Havana Improvements	Spokane	SP-1	Roadway Capital	Full depth reconstruction aligning with NSC work, including elements not in WSDOT scope—sidewalk, curb ramp, addressing drainage, water/sewer, and streetscaping improvements.	\$8,000,000	\$8,000,000	INITIATION
Division Street Active Transportation Access Improvements	Spokane	SP-2	Bike/Ped	Install parallel and connecting active transportation improvements along the Division Corridor to support safe first-mile and last-mile walking and bicycling connections to BRT stations.	\$25,727,793	\$25,727,793	INITIATION
Fish Lake Trail Connection Phases 1-3	Spokane	SP-3	Bike/Ped	Construct a shared-use path connecting the existing Fish Lake Trail to Centennial Trail.	\$19,477,771	\$19,477,771	DEVELOPMENT
Freya Street/Palouse Highway Roundabout	Spokane	SP-4	Roadway Capital	Construct a roundabout and improve sidewalk or pathway connections in all four directions, including extending the Palouse Hwy shared-use pathway through Freya St.	\$4,988,000	\$4,988,000	INITIATION
Freya Street: Garland to Francis	Spokane	SP-5	Preservation	Full depth roadway reconstruction and widening with drainage to bio-infiltration facilities aside the roadway. Limited frontage improvements will be constructed.	\$10,589,584	\$10,589,584	INITIATION
Millwood Trail - Spokane Phase	Spokane	SP-6	Bike/Ped	Construct a shared-use pathway along the south side of the Spokane River, beginning at Spokane Community College just east of Greene St, linking with Centennial and Children of the Sun trails.	\$6,405,942	\$6,405,942	DEVELOPMENT
Northeast PDA: Rowan and Myrtle	Spokane	SP-7	Roadway Capital	Construct new roadways to replace existing gravel roads, including curb, sidewalk, drainage, and utility extensions.	\$8,819,954	\$8,819,954	INITIATION
Spokane Falls Blvd	Spokane	SP-8	Roadway Capital	Construct full depth roadway, repair sidewalk, lighting, communication conduit and cable, signal and utility updates, and accessible Pedestrian Signals (APS) updates as appropriate.	\$12,382,835	\$12,382,835	DEVELOPMENT*
US 195 Corridor Projects	Spokane	SP-9	Roadway Capital	Connect Lindeke St to Thorpe Rd and create a two-way Inland Empire Way and Cheney-Spokane Rd connection. Streetscape improvements include sidewalks, lighting, landscape buffers, and bike lanes.	\$18,394,333	\$18,394,333	INITIATION
West Plains Connection - Spokane Phase	Spokane	SP-10	Roadway Capital	Extend existing roadway as a two-lane boulevard or three-lane urban collector for a total of 3.65 miles, adding bicycle lanes, separated sidewalks, multi-use paths, and transit stops.	\$4,877,622	\$4,877,622	DEVELOPMENT
Argonne Road and Upriver Drive Intersection Improvement	Spokane County	CO-1	Reconstruction	Reconstruction of the Argonne Rd and Upriver Dr intersection to increase the performance of one of the busiest intersections in Spokane County.	\$6,530,000	\$6,530,000	INITIATION
Centennial Trail / Argonne Gap Project	Spokane County	CO-2	Bike/Ped	Improve connectivity at the Argonne Rd crossing adjacent to Centennial Trail, including improved crossings to reduce bike/ped vs vehicular incidents and reduce stress experienced at Argonne Rd/Upriver Dr intersection.	\$6,960,000	\$6,960,000	INITIATION
Craig Road Connection to Four Lake Interchange	Spokane County	CO-3	Reconstruction	Reconstruct Craig Rd to improve traffic flow and safety; reconfigure I-90/Four Lakes interchange to provide access to Craig Rd.	\$45,400,000	\$45,400,000	INITIATION
Deno Road Reconstruction	Spokane County	CO-4	Roadway Capital	Deno Road is a 18' wide gravel road with substandard horizontal alignment; this project proposes a 30' wide paved road with 11' lanes, 4' shoulders, and guardrails where appropriate.	\$4,700,000	\$4,700,000	INITIATION
Elk Chattaroy Road Reconstruction	Spokane County	CO-5	Reconstruction	Reconstruct road to two 12' travel lanes with 5' paved shoulders on both sides and additional 1' gravel shoulder and guardrails where appropriate. Also includes intersection improvements at Big Meadows Rd.	\$22,200,000	\$22,200,000	INITIATION
Glenrose Road Reconstruction	Spokane County	CO-6	Reconstruction	Road reconstruction, realignment, and addition of sidewalks where feasible on Glenrose Rd from 57th Ave and up Carnahan Rd to the City of Spokane Valley limits.	\$24,000,000	\$24,000,000	INITIATION



# 2023 Unified List of Regional Transportation Priorities

## List of Submitted Projects *(continued)*

< UNPRIORITIZED LIST OF ALL PROJECTS SUBMITTED FOR CONSIDERATION | SORTED ALPHABETICALLY BY AGENCY >

October 18, 2022

PROJECT TITLE	AGENCY	MAP ID	PROJECT TYPE	DESCRIPTION	TOTAL COST	UNFUNDED AMOUNT	PROJECT STATUS CATEGORY
Wall Street Safety and Capital Improvement Project	Spokane County	CO-7	Roadway Capital	Project includes pavement restoration, stormwater infrastructure, new sewer force main, and pedestrian crossing and intersection improvements at Country Homes Blvd.	\$27,100,000	\$27,100,000	INITIATION
Pines Road/BNSF Grade Separation Project	Spokane Valley	SV-1	Rail/Hwy Crossing	Construct underpass of SR 27 at the road-rail crossing, replace existing signalized SR 27 & SR 290 intersection w/ multi-lane roundabout, and add a shared-use path and trailhead facility.	\$39,772,000	\$39,772,000	IMPLEMENTATION
South Barker Road Corridor	Spokane Valley	SV-2	Roadway Capital	Widen & reconstruct Barker Rd to a 5-lane urban arterial (Mission to Appleway), a 3-lane urban arterial (Appleway to city limits) and add roundabouts at Sprague, 4th, and 8th aves.	\$28,620,000	\$28,620,000	IMPLEMENTATION*
Spokane Valley River Loop Trail	Spokane Valley	SV-3	Bike/Ped	Construct 5 miles of new paved trail and install two pedestrian bridges spanning the Spokane River, at Plante's Ferry and near Flora Park.	\$16,500,000	\$16,500,000	IMPLEMENTATION
Sullivan/Trent Interchange	Spokane Valley	SV-4	Roadway Capital	Reconstruct Sullivan Rd/SR 290 interchange, including on/off ramps, to restore long-term capacity and satisfy projected traffic growth from 2022 Bigelow Gulch-Forker Road connection.	\$42,950,867	\$42,950,867	DEVELOPMENT*
Division Bus Rapid Transit (BRT)	STA	TA-1	HPT	Enhances transit along corridor w/more frequent service, transit signal priority, all-door boarding, and dedicated business access and transit lanes (BAT) for more than half the corridor.	\$194,000,000	\$194,000,000	DEVELOPMENT*
I-90/Valley High Performance Transit	STA	TA-2	HPT	Revise to a HPT corridor, from West Plains/SIA to Spokane Valley and Liberty Lake. Construct two new park & rides (Appleway Station and Argonne Station) and modify Mirabeau Point Park & Ride.	\$36,000,000	\$36,000,000	DEVELOPMENT*
STA Fleet Electrification	STA	TA-3	Other Transit	Purchase of battery-electric buses (BEB) and required infrastructure to reach the 40 vehicle capacity at the Boone NW Garage and the required infrastructure.	\$35,800,000	\$35,800,000	IMPLEMENTATION
I-90 TSMO Improvements	WSDOT	WS-1	TSMO	Various TSMO improvements from SR 904 to Idaho state line, such as variable message signs, ramp meters, variable speed limits, queue warning detection, and wrong way detection.	\$20,000,000	\$20,000,000	DEVELOPMENT*

\*Project Status Category revised based on the proposed adjustments to the criteria shown below.

### Project Status Category Criteria

INITIATION	DEVELOPMENT	IMPLEMENTATION
<ul style="list-style-type: none"> <li>Project has, at a minimum, been identified in a planning study</li> <li>Limited investment has been made towards further developing the project</li> </ul>	<ul style="list-style-type: none"> <li>Design is at least 30% complete</li> <li>Right-of-way needs are identified</li> <li>Environmental has been initiated</li> <li>Project is identified in a local, regional, and/or state plan</li> </ul>	<ul style="list-style-type: none"> <li>Design is at least 60% complete</li> <li>Significant progress has been made towards right-of-way</li> <li>Environmental approvals are underway</li> <li>Project is identified in a local, regional, and/or state plan</li> </ul>

### Summary of Submitted Projects

PROJECT STATUS CATEGORY	# OF PROJECTS	TOTAL COST	TOTAL UNFUNDED	PCT FUNDED
IMPLEMENTATION	4	\$120,692,000	\$80,289,000	33.5%
DEVELOPMENT	12	\$408,235,371	\$315,682,230	22.7%
INITIATION	13	\$213,409,664	\$212,246,095	0.5%
TOTAL	29	\$742,337,035	\$608,217,325	18.1%

### Proposed Adjustments to Project Status Category Criteria:

- Move a project from DEVELOPMENT to IMPLEMENTATION category
- Move a project from INITIATION to DEVELOPMENT category if it has: A) secured at least 25% funding or B) has secured at least 5% funding and has started design work.



To: Transportation Advisory Committee

10/19/2022

From: Mike Ulrich, Principal Transportation Planner

**TOPIC: TRANSPORTATION PERFORMANCE MANAGEMENT: INTRODUCTION**

**Requested Action:**

None. For information and discussion.

**Key Points:**

- Transportation Performance Management (TPM) is a strategic approach that uses system information to make investment and policy decisions to achieve national performance goals.
- The national performance goals were established by Congress as a part of the Moving Ahead for Progress in the 21st Century Act (MAP-21).
- The legislation requires SRTC to set targets related to performance in three categories: Safety, Infrastructure, and System Performance.
- The deadline to set targets is March of 2023.
- SRTC staff will present background information, historical data, and target setting options for each performance category over the course of the next few months.
- The first meeting will be an introduction to TPM and provide an opportunity for the TAC to learn more about the program, its requirements, and how the concepts are integrated into the regional planning process.
- The TAC will make a recommendation to the SRTC Board regarding targets for each of the three performance categories.

**Board/Committee Discussions:**

SRTC is required to set safety targets annually. The TAC made a recommendation to the SRTC Board regarding safety targets this past February. Targets in the other two performance categories are set on four-year cycles. The TAC last discussed those targets in the Summer of 2018.

**Public Involvement:**

All SRTC Board and committee meetings are open to the public.

**Staff Contact:** Mike Ulrich, SRTC | [mulrich@srtc.org](mailto:mulrich@srtc.org) | 509.343.6370

To: Transportation Advisory Committee

10/19/2022

From: Jason Lien, Principal Transportation Planner

**TOPIC: 2023 TRANSPORTATION ADVISORY COMMITTEE OFFICERS**

**Requested Action:**

None. For information and discussion.

**Key Points:**

- SRTC Transportation Advisory Committee (TAC) Bylaws state that the TAC shall annually select and recommend to the SRTC Board of Directors one of its members to serve as Chair and one to serve as Vice-Chair for a one-year term.
- The TAC Chair will preside over TAC meetings and represent the group on the Board of Directors.
- The TAC Vice-Chair will perform all duties of the Chair in their absence.

**Board/Committee Discussions:**

None.

**Public Involvement:**

This is the first time the election of 2023 TAC Officers has been discussed in a public meeting.

**Supporting Information/Implications:**

- Complete descriptions of TAC Chair and Vice-Chair duties are outlined in the [SRTC Transportation Advisory Committee Bylaws](#), adopted by the Board of Directors 01/13/2022.
- New TAC Chair will be seated at the SRTC Board meeting in January 2023 and begin presiding over the TAC meeting the same month.

**Staff Contact:** Jason Lien, SRTC | [jlien@srtc.org](mailto:jlien@srtc.org) |