

WORKING

TOGETHER

TO PLAN

FOR THE

FUTURE



COMPASS
COMMUNITY PLANNING ASSOCIATION
of Southwest Idaho

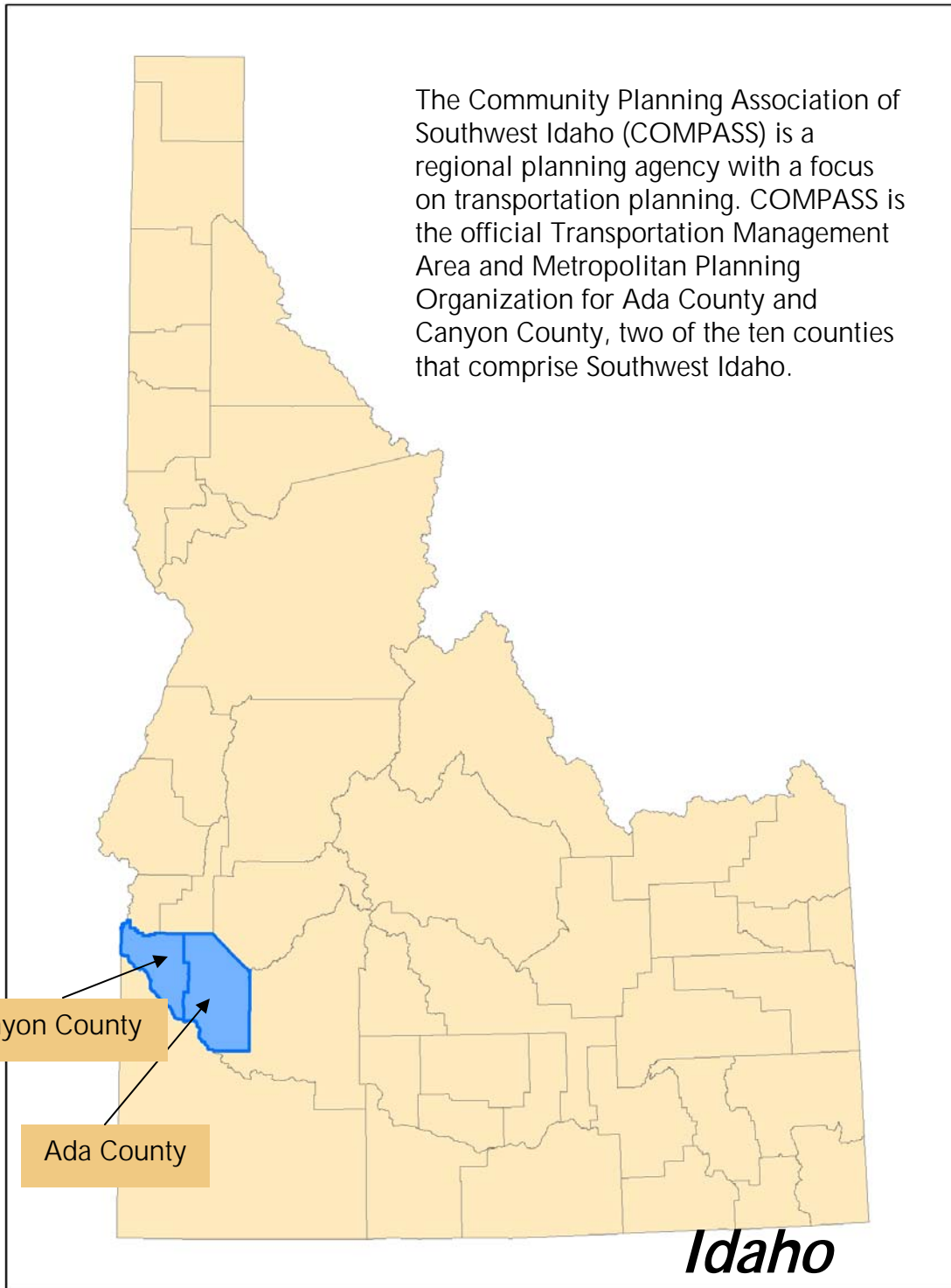
Strategic Plan

Report Number 04-2006
Adopted by COMPASS Board January 23, 2006



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Board of Directors

General Members

Ada County
Ada County Highway District
City of Boise
Canyon County
Canyon Highway District #4
City of Caldwell
City of Eagle
City of Garden City
City of Kuna
City of Meridian
City of Middleton
City of Nampa
City of Notus
City of Parma
City of Star
Golden Gate Highway District #3
Nampa-Highway District #1
Notus-Parma Highway District #2

Special Members

Boise State University
Capital City Development Corporation
Idaho Department of Environmental
Quality
Independent School District of Boise City
Idaho Transportation Department
Joint School District #2 (Meridian)
Valley Regional Transit

Ex Officio

Central District Health Department
Office of the Governor
Greater Boise Auditorium District



Staff

Eric Adolfson	Assistant Planner—Geographic Information Systems
Nancy Brecks	Executive Assistant
John Cunningham	Principal Planner – Transit
Ross Dodge	Principal Planner – Geographic Information Systems
Pam Elliott	Financial Analyst
Keith Holmes	Accountant
Patricia Nilsson	Principal Planner – Transportation
Nicole Prehoda	Assistant Planner – Transportation
Terri Schorzman	Communications Coordinator
Matt Stoll	Executive Director
Toni Tisdale	Principal Planner – Transportation
Charles Trainor	Director of Planning
Jeanne Urlezaga	Director of Operations
MaryAnn Waldinger	Associate Planner – Modeling
Yancey Willis	Assistant Planner – Modeling
Diane Wilton	Administrative Assistant
Debbie Winchar	Administrative Assistant
Jay Witt	Principal Planner – Modeling

Introduction

The new Strategic Plan for COMPASS began in 2004 with a Board workshop to re-identify the agency’s vision, mission, and values. Between that first meeting in early 2004, and throughout 2005, the agency solidified its vision and mission, agreed on its core values, created work teams, and defined goals, objectives, and tasks. This strategic plan reflects that work, and will influence the development of the agency’s “unified planning work program,” – a requirement of the federal government that directs the work flow of mandated organizations such as COMPASS.

As an agency comprised of elected officials and a variety of local jurisdictions, COMPASS leadership changes with election cycles. To stabilize the direction of the agency, COMPASS management decided that a restated mission, aligned with core values and a big vision for the future, would help keep the agency focused on short-term requirements as well as long-term goals. This effort requires foresight, planning, and cooperation from its members and staff. The new strategic plan, which will be reviewed and updated annually, provides structure to measure and evaluate results, and offers guidelines for success.



Vision, Mission, Values, and Goal Categories

Vision

COMPASS is a widely respected forum that helps establish a healthy, economically vibrant region, offering people choices in how and where they live, work, play, and travel through the planning and support of a comprehensive multi-modal transportation system. (Board adopted March 10, 2005)

Board Mission

The mission of COMPASS is to develop transportation plans and priorities and assess related impacts in order for members to access state and federal transportation funds and respond to regional needs for information and expertise. (Board adopted July 19, 2004)

Staff Mission

The COMPASS staff conducts and supports regional transportation planning for the Board and ultimately the general public and member agencies to facilitate regional decision-making, resulting in an adopted plan that meets federal regulations and the needs of the public. (Staff adopted June 2004)

Values – Integrity, Teamwork/Collaboration, and Quality

Integrity – COMPASS values integrity in that it adheres to a code of behavior to live by and emulate, which includes ethics, honesty, and to principles governing fairness. COMPASS exhibits integrity by sharing information and data, considering all views, discussing pros and cons, working toward consensus, and working within individual and collective capabilities.

Teamwork/Collaboration – COMPASS values teamwork in that a collaborative team has good communication, well-defined roles, and shared authority of work product. COMPASS supports this value throughout many areas of agency work, and attempts to create collaborative working groups both internally and externally.

Quality – COMPASS values quality and strives for professionalism, achievement, and competence. This is exhibited by internal and external helpfulness, by an organizational review process for written materials, and by providing timely information--including send advance notice of meetings. Staff is knowledgeable and courteous.

Goal Categories

COMPASS Board and staff work in four main areas. These areas are the core goals around which the Strategic Plan was developed and will be implemented:



Communications and Public Awareness encourages greater agency effort to reach residents of Southwest Idaho, and supports the implementation of an integrated communications plan. Public involvement, community collaboration, education opportunities, and media relations are components of this goal.



People and Structure reflects the need for a comprehensive strategy in managing and growing the organization. This includes Board, staff, committees, documents, financial stability/budget, and human resources.



Planning Excellence and Collaboration ensures collaboration with member agencies and other jurisdictions so that each can share knowledge about comprehensive plans, access management guidebooks, ordinances, land use regulations, regional studies, conferences, and resources.



Products and Services support regional transportation planning, including long-range transportation plans, transportation improvement programs, regional studies, congestion management system, unified planning work program and budget, transportation modeling, air quality analysis, demographics, and geographic information systems.

Agency Accomplishments, 1/04 – 12/05

COMPASS accomplished many elements of the above stated goals while the strategic plan was in development. These include:

Goal One – Communications & Public Awareness

- Strategic planning process: included Board and staff workshops to identify missions, vision, values, and goals
- Redesigned agency materials, which will include new website for easier access, comprehensive brochures, and a new graphic image
- Created and implemented public presentation series
- Enhanced awareness of agency through public involvement efforts during ***Communities in Motion***, the regional long-range transportation plan
- Created, recruited, and selected the public participation committee
- Supported and joined sponsorships and partnerships with Boise State University (for Bicycle Congress and for “Planning Our Future” public presentation), Ada County Highway District and Valley Regional Transit (for May in Motion), and the Discovery Center of Idaho (Alternative Energy Conference)

Goal Two – People & Structure

- Offered three “Jump Start” orientation sessions for Board members and staff, and interested community residents
- Completed first Certification Review from FHWA and FTA regarding agency procedures and products; received many commendations and one corrective action
- Commendation from federal agencies on format and readability of Unified Planning Work Program
- Year-end financial sweep, known as “balancing,” continues to be unique in country
- Annual audit confirms solid operations
- Review and redesign of staff structure

Goal Three – Planning Excellence & Collaboration

- Submitted application for Association of Metropolitan Planning Organization grant for access management; was awarded in October 2005
- Coordinated with ***Blueprint for Good Growth*** project in Ada County
- On-going management team meetings with Ada County Highway District (ACHD) and Valley Regional Transit
- On-going public affairs staff meetings with ACHD and Idaho Transportation Department
- Designed and implemented Studies Coordination project, which is a culmination of past efforts to locate information about all regional transportation studies in one place for easy access

Goal Four – Products & Services

- Completed innovative Congestion Management Plan, which received commendation from federal transportation agencies
- Completed B-20 Bio-diesel Study, which received national attention
- On-going process of regional long-range transportation plan (***Communities in Motion***)
- Revised “Transportation Improvement Program” document to enhance readability
- Negotiated and implemented scope of work for corridor studies, in conjunction with ITD
- Completed “Destination 2030 Limited Plan Update,” the long-range transportation plan for Ada County
- Improved “Development Monitoring Report” and updated it twice
- Produced over 500 maps for general public
- Transitioned geographic data to newer technology
- Established legislative advocacy program at the state and federal levels
- Obtained \$21.1 million in earmarks for three high priority projects, and eligibility for two more projects for the New Starts program, as part of new federal transportation bill, SAFTEA-LU (Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users)

Goals, Objectives, Tasks and Timelines

Vision, mission, and values define and shape COMPASS and the service the agency provides to its members and the communities it serves. The goals, objectives, tasks and timeline below states what COMPASS does and will do, and how it will be done...with the ultimate goal of providing quality products and services.

Goal 1 – Communication & Public Awareness

Timeline

To implement a plan that will communicate and disseminate information in a clear and concise manner to multiple audiences.

Objective 1 -- Assess the type of information needed by the range of stakeholders and the communication mechanisms that support these groups.

Tasks

- | | |
|--|----------|
| 1.1 Evaluate internal communication mechanisms | On-going |
| 1.2 Evaluate external communication mechanisms | On-going |

Objective 2 -- Define roles of stakeholders and what and how information is best used and shared.

Tasks

- | | |
|--|----------|
| 2.1 Begin stakeholder assessment | On-going |
| 2.2 Develop and implement Public Participation Committee | On-going |

Objective 3 -- Develop tools such as electronic and print materials designed for most effective means of communication.

Tasks

- | | |
|--|----------|
| 3.1 Develop and implement strategies, policies and procedures related to publishing and disseminating information, materials, and publications | 6/06 |
| 3.2 Design, produce and disseminate printed publications, and market publications to target audience. | On-going |

Objective 4 -- Implement the communications plan over 2-4 years, identify strategies, and implement for Board, staff, and general public.

Tasks

- | | |
|---|----------|
| 4.1 Develop and carry out strategies for outreach, support, and branding for planning efforts | On-going |
| 4.2 Continue public involvement efforts related to transportation planning process | On-going |

Objective 5 -- Evaluate effectiveness.

Tasks

- | | |
|---|----------|
| 5.1 Evaluate and document quality and effectiveness of public processes program by program, with an annual overall assessment | On-going |
|---|----------|

GOAL 2 – People & Structure

Timeline

To ensure an effective organization that is responsive to members and the community in identifying and addressing regional transportation and growth issues.

Objective 1 -- Provide organizational structure that enhances daily operations of the agency.

Tasks

- | | |
|---|----------|
| 1.1 Review and visit other Metropolitan Planning Organizations (MPO), Council of Governments (COG) and regional councils to identify possible new structures and services | 9/06 |
| 1.2 Per Certification Review recommendation (April 2005), review Board structure and decision-making process | On-going |
| 1.3 Meet federal requirements as identified in the UPWP | On-going |
| 1.4 Ensure stabilization of financial resources | On-going |

Objective 2 -- Provide better education (to staff, members, and public) about the benefits of regional coordination.

Tasks

- | | |
|--|----------|
| 2.1 Present/train members and their staff on COMPASS functions | On-going |
| 2.2 Provide technical assistance to member agencies | On-going |
| 2.3 Ensure staff is trained and up-to-date on information essential to COMPASS product and service | On-going |

Objective 3 -- Assess expanding planning area to include representation from other counties in Southwest Idaho.

Tasks

- | | |
|---|-------|
| 3.1 Create dialog with members regarding possible planning area expansion | 6/06 |
| 3.2 Develop criteria and process for defining the region | 12/06 |

GOAL 3 – Planning Excellence & Collaboration

Timeline

To achieve a program of investments, technology improvements, staff development and collaboration to support good decisions on issues significant to the region.

Objective 1 -- Achieve sound, well-informed decisions on issues of significance to the region.

Tasks

- | | |
|---|-------|
| 1.1 Develop prospectus on regional issues and determine the COMPASS role in addressing them | 6/06 |
| 1.2 Develop chartering process for examining an issue | 12/06 |
| 1.3 Examine decision-making process and recommend improvements | 12/06 |
| 1.4 Establish liaisons to standing committees | 3/06 |

Objective 2 -- Achieve staff excellence in the preparation, analysis and communication of information for decision-makers.

Tasks

- | | |
|---|----------|
| 2.1 Evaluate staff development needs (training, technology, other resources and tools) | 4/06 |
| 2.2 Identify options to fund development needs | 6/06 |
| 2.3 Provide staff with necessary training and resources to support high quality information and analyses on regionally significant issues | On-going |
| 2.4 Develop formal agreement on the use of standard demographic data and mapping in local plans | 9/06 |
| 2.5 Conduct periodic reviews of local comprehensive plans and ordinances for consistency with the long-range transportation plans | On-going |

Objective 3 -- Establish a formal mechanism to share information, resources and staff.

Tasks

- | | |
|--|----------|
| 3.1 Develop a catalog of COMPASS information services and products for use by member agencies and the general public | On-going |
| 3.2 Collaborate with other public and non-profit planning organizations to develop programs of mutual concern | On-going |
| 3.3 Assess need for planning resources in the region | On-going |

GOAL 4 – Products & Services

Timeline

To develop products and services that support regional transportation planning.

Objective 1 -- Develop and implement systematic approach to allocate funds and prioritize projects.

Tasks

- | | |
|---|----------|
| 1.1 Draft project prioritization methodology/criteria that empirically establishes what regional transportation projects are needed and in what order for Communities in Motion implementation | 12/05 |
| 1.2 Approve project prioritization methodology/criteria prior to use | 12/05 |
| 1.3 Document methodology/criteria for use in annual progress reporting and project reevaluation. | 2/06 |
| 1.4 Create a project “arbitration” process that relies on the project prioritization process | On-going |

Objective 2 -- Develop a process for the continuous review, evaluation and feedback for planning projects.

Tasks

- | | |
|--|-------|
| 2.1 Identify long-term “champion” (i.e., monitoring agency) for Blueprint for Good Growth (Ada only); identify and pursue funding mechanism for Communities in Motion and Blueprint for Good Growth ; draft reporting/evaluation process for ordinance and comprehensive plan realignments. | 4/06 |
| 2.2 Document methodology/criteria for use in annual progress reporting and project reevaluation. | 12/05 |

Objective 3 -- Develop an education and outreach program toolkit for project implementation to monitor progress toward project goals (a “sales pitch” for implementation).

Tasks

- | | |
|---|-------|
| 3.1 Develop Communities in Motion/Blueprint for Good Growth outreach materials intended for use by local jurisdictions. The purpose of these materials will be to inform various civic groups on the development of the plan. | 12/06 |
| 3.2 Develop Communities in Motion/Blueprint for Good Growth outreach materials that identify implementation “successes” and “failures.” These materials are intended for use by COMPASS and local jurisdiction staff. The purpose of these materials will be to inform various entities and civic groups on the progress and implementation of the plan. | 12/07 |

Annual Strategic Planning Calendar

<i>Month</i>	<i>Task</i>	<i>Purpose</i>
October	Strategic plan progress: goal leaders report on status of goal.	Keep Board informed. Board meeting, 5-10 min
November December January	Strategic plan progress: goal leaders report on status of goal.	Keep Board informed. Board meeting, 5-10 min
February	Set date for Board retreat. Get on Board calendars.	
March	Meet with goal leaders and executive committee re: Board retreat expectations, agenda.	
April	Strategic plan progress: goal leaders report on status of goal. Prepare strategic planning session; report to Board.	Keep Board informed. Board meeting, 5-10 min
<i>May</i>	<i>Board Retreat</i>	<i>Review, update strategic plan</i>
June	Submit revisions to executive committee for information.	
July	Strategic plan progress: goal leaders report on status of goal. Submit revisions to executive committee for approval.	Board meeting
August	Submit revisions to Board for information.	
September	Board approves strategic plan.	

COMPASS History

In July 1958, a steering committee organized the Boise Transportation Planning Organization (BTPO) to review transportation planning activities in the Boise Metropolitan Area. Elected officials and appointed representatives of city, county and transportation agencies served on the steering committee. They collected data to assess future transportation needs.

In 1964, the group became the Boise Metropolitan Transportation Study (BMTS) and offered the general public a transportation plan for the Boise region.

In the early 1970s, the governor designated BMTS, in cooperation with the newly formed Ada Council of Governments (ACOG), as the MPO for the Boise Urbanized Area. In March 1977, the policy committee of BMTS approved the consolidation of the organization under the Ada Planning Association (APA, previously ACOG). In April 1977, Governor Evans designated APA as the MPO for the Boise Metropolitan Area, and by September 1, 1977, APA entered into contracts and agreements for urban transportation planning in accordance with the Urban Mass Transportation Act of 1964.

In the 1990s, APA considered the feasibility and desirability of extending its planning boundaries to include Canyon County. The organization changed its name to the Community Planning Association of Southwest Idaho (COMPASS) in 1999 to assist with transportation planning in Canyon County, and amended the Joint Powers Agreement to authorize the agency to work with any public agency in Southwest Idaho – not just Ada County – for the purpose of regional planning. In March 2000, COMPASS included dues-paying, voting members from the various Canyon County governmental entities. As a result of the 2000 Census, Canyon County became an urbanized area with Nampa as the central city; COMPASS formally became the MPO for the Nampa Urbanized Area in May 2003.

The Census 2000 also brought a change for the Boise Urbanized Area, which became a Transportation Management Area (TMA) because the population exceeded 200,000. The designation added the Idaho Transportation Department (ITD) as a voting member of the Board and required COMPASS to develop a Congestion Management System (CMS). The designation also increased the stature of the MPO regarding on-going collaboration with ITD.

Unified Planning Work Program and Budget

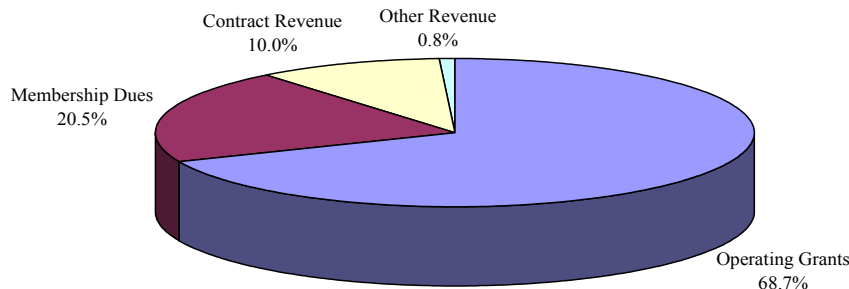
The Unified Planning Work Program and Budget (UPWP) is the budget document for COMPASS that determines the financial resources available for goals and objectives.

The development of the UPWP for FY07 (between March - August 2006) will align with the four key program goals listed earlier -- Communications & Public Awareness, People & Structure, Planning Excellence & Collaboration, and Products & Services – and will include an analysis of federally required “planning factors” to ensure that the federal funds COMPASS receives will support economic vitality, increase safety and security of the transportation system, increase the accessibility and mobility options available to people and for freight, protect and enhance the environment, promote energy conservation, improve the quality of life, and enhance integration between modes.

The Board of Directors approves the UPWP in September of every year. Staff and key COMPASS committees review the UPWP prior to Board review and approval. The document is forwarded to the Idaho Transportation Department and the Federal Highway Administration for approval.

INCOME

**COMMUNITY PLANNING ASSOCIATION OF SOUTHWEST IDAHO
BUDGETED REVENUE BY SOURCE
FY2006 UPWP - FINAL**



Expenses

**COMMUNITY PLANNING ASSOCIATION OF SOUTHWEST IDAHO
BUDGETED EXPENSE BY CATEGORY
FY2006 UPWP - FINAL**

