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TO PLAN

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FUTURE



**COMPASS**  
COMMUNITY PLANNING ASSOCIATION  
of Southwest Idaho

Community Planning Association of Southwest Idaho  
FY2015 - 2017 Strategic Plan

Report No. 01-2014

Approved by the COMPASS Board, December 16, 2013

# Community Planning Association of Southwest Idaho FY2015 – 2017 Strategic Plan

The Community Planning Association of Southwest Idaho (COMPASS) is an association of local governments working together to plan for the future of the Treasure Valley. The agency also serves as the metropolitan planning organization (MPO) for Ada and Canyon Counties, Idaho.

An MPO is a regional planning entity responsible for transportation planning and approval of US Department of Transportation funding for federally designated urbanized areas. All urbanized areas over 50,000 in population are required to have an MPO if local and state transportation agencies spend federal money on transportation improvements.

MPOs provide coordination, collaboration, and collective decision-making on regional transportation system investments and provide a forum that brings together all aspects of the regional transportation system in order to achieve a unified voice.

## Strategic Planning Process

A strategic plan should outline an organization's vision, mission, values, and goals and guide decisions on allocating resources to align with, and achieve, those aspirations.

The COMPASS Executive Committee undertook a process from August 2012 – September 2013 to update the previous COMPASS strategic plan, developed in 2005. Many high-level elements of the previous strategic plan were kept, or modified only slightly. In addition, a new agency mission replaced separate Board and staff missions, and new objectives were developed to reach agency goals. A timeline of the process is provided on Page 2.

The *COMPASS FY2015 - 2017 Strategic Plan* is designed to be a living document that is used when developing tasks and allocating resources. Beginning in FY2015, the Unified Planning Work Program (UPWP) – the COMPASS budget – will include a section outlining FY2015 - 2017 Strategic Plan goals and objectives and depicting how those will be accomplished during that fiscal year. The objectives, along with specific deliverables and targets, will also be included in individual program worksheets.

Tasks to achieve goals and objectives set forth in this plan will be outlined in the FY2015, 2016, and 2017 UPWP documents; however, work on many of the tasks to achieve plan goals will begin in FY2014.

This plan will be updated on a three-year schedule, with the next update to be complete by December 31, 2016. This schedule will allow adequate time for new goals and objectives to be incorporated into the following fiscal year's UPWP, which is typically adopted in August.

Accomplishments relating to *COMPASS FY2015 - 2017 Strategic Plan* goals and objectives will be highlighted in the COMPASS online annual report ([www.compassidaho.org/people/annualreports.htm](http://www.compassidaho.org/people/annualreports.htm)), which is updated following the end of each fiscal year.



## Planning Process (2012/2013)



## Strategic Plan Elements

### COMPASS Vision

COMPASS is a forum for regional collaboration that helps maintain a healthy and economically vibrant region, offering people choices in how and where they live, work, play, and travel.

### Agency Mission

The mission of COMPASS is to conduct regional planning, facilitate regional coordination and cooperation, and serve as a source of information and expertise on issues affecting southwest Idaho. In its role as the Metropolitan Planning Organization for Ada and Canyon Counties, COMPASS fulfills this mission by developing transportation plans and priorities to enable members to access state and federal transportation funds.

### COMPASS Values

- *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 through internal and external helpfulness, an organizational review process for written materials, and providing timely information – including sending advance notice of meetings. Staff is knowledgeable and courteous.

## COMPASS Goals

- Communication 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 the organization, including the COMPASS Board, staff, committees, documents, financial stability/budget, and human resources.
- Planning Excellence and Collaboration ensures cooperation with member agencies and other jurisdictions so that each can share knowledge about comprehensive plans, 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 systems, unified planning work programs, transportation modeling, air quality analysis, demographics, and geographic information systems.

## Objectives

### Goal: Communication and Public Awareness

#### **Objective 1.1. Develop an integrated communications plan.**

- *FY:* 2014, 2015
- *Program:* 653 (Communication and Education)
- *Task:*
  - Develop integrated communications plan, which will include public involvement, community collaboration, education opportunities, media relations, and marketing of the agency itself.
    - Plan will align with the COMPASS Public Involvement Policy and related Title VI and Environmental Justice requirements.
- *Target Date:*
  - Plan completed: April 30, 2015.

#### **Objective 1.2. Implement integrated communications plan.**

- *FY:* 2015, 2016, 2017
- *Program:* 653 (Communication and Education)
- *Task:*
  - As defined in the integrated communications plan to meet plan goals.
- *Target Date:*
  - Meet target dates as established in the plan.

#### **Objective 1.3. Initiate work to evaluate the effectiveness of the integrated communications plan.**

- *FY:* 2015
- *Program:* 653 (Communication and Education)
- *Tasks:*
  - Execute a statistically significant random household survey on the public's awareness of COMPASS programs, projects, and opportunities for comment to establish baseline data for evaluating effectiveness of the integrated communications plan.
    - Baseline survey results will be used in future years for comparison to evaluate the effectiveness of the integrated communications plan.
  - Develop report summarizing results.
- *Target Date:*
  - Baseline survey and report completed: September 30, 2015.

## Goal: People and Structure

### **Objective 2.1. Evaluate the effective use of agency resources to provide the best value for members.**

- *FY:* 2014, 2015, 2016, 2017
- *Programs:* 990 (Operations) and 601 (UPWP Budget Development and Monitoring)
- *Tasks:*
  - Identify enhanced operations, improve workflow, and increase efficiency.
  - Aggregate data provided in the agency's quadrennial certification review, annual financial audit, staff performance reviews, and from Board and member agency feedback.
  - Modify expenses, as appropriate, in the upcoming COMPASS UPWP based on evaluations.
  - Present to the public and member agencies in a visual, easy-to-understand format, such as via the COMPASS online dashboard (see Objective 3.2).
- *Target Dates:*
  - Modifications made: June 30 of each year.
  - Presentation to public: continual.

### **Objective 2.2. Increase knowledge and skill sets of existing staff to remain on the cutting edge of best practices and technologies in planning and related fields.**

- *FY:* 2014, 2015, 2016, 2017
- *Programs:* 801 (Staff Development) and 990 (Operations)
- *Tasks:*
  - Create a workforce development plan.
    - Create an inventory of existing agency knowledge base and skill sets and identify gaps.
    - Use inventory as basis for plan.
  - Execute workforce development plan.
    - Update/reassess skills inventory and gaps.
    - Update development plan accordingly and execute on the plan in the subsequent year.
- *Target Dates:*
  - Inventory created: June 30, 2014.
  - Development plan prepared: September 30, 2014.
  - Execute plan: continual.
  - Reassess/update plan: annually, as needed.

### **Objective 2.3. Develop and promote leadership skills and professional development for COMPASS Board members and staff.**

- *FY:* 2014, 2015, 2016, 2017
- *Programs:* 801 (Staff Development) and 990 (Operations)
- *Tasks:*
  - Develop an inventory of relevant professional organizations, conferences, and educational/leadership development opportunities for Board members and staff.
  - Support Board and staff participation in professional organizations.
  - Support Board and staff in assuming leadership roles in professional organizations.
- *Target Dates:*
  - Inventory created: March 31, 2014.
  - Inventory updated: annually.

**Objective 2.4. Review Board and committee structure, bylaws, and practices and recommend ways to improve efficiencies.**

- *FY:* 2014
- *Program:* 820 (Committee Support)
- *Tasks:*
  - Develop recommendations.
  - Document recommendations in report for the COMPASS Board.
- *Target Date:*
  - Report presented to Board: June 30, 2014.

**Goal: Planning Excellence and Collaboration**

**Objective 3.1. Establish quarterly meetings with member agency staff to enhance communication outside of a formal committee structure.**

- *FY:* 2014, 2015, 2016, 2017
- *Program:* 701 (General Membership Services)
- *Task:*
  - Establish meeting schedules and format.
    - Meetings may be held one-on-one with individual agencies or with groups of agencies, based on member agency needs.
    - Meetings shall be a forum to
      - share information,
      - provide updates on upcoming and ongoing projects and issues,
      - share resources,
      - explore collaboration.
- *Target Dates:*
  - Meeting schedule and format established: April 30, 2014.
  - Meetings scheduled and held: quarterly on an ongoing basis.

**Objective 3.2. Facilitate the sharing of data and information.**

- *FY:* 2014, 2015, 2016, 2017
- *Programs:* 620 (Growth and Transportation System Monitoring), 653 (Communication and Education), 701 (General Membership Services), 862 (Regional Data Center)
- *Tasks:*
  - Implement a regional data center and online dashboard.
  - Provide/host a minimum of eight training and educational opportunities annually.
- *Target Dates:*
  - Implement Phase 1 of a regional data center and online dashboard: August 31, 2014.
  - Host a minimum of eight training and educational opportunities: annually.



## Goal: Products and Services

### **Objective 4.1. Lead a process to coordinate local land use planning, transportation planning, and development (mirrors *Communities in Motion 2040* Goal 2.1)**

- *FY:* 2015, 2016, 2017
- *Programs:* 661 (*Communities in Motion*), 620 (Growth and Transportation System Monitoring)
- *Tasks:*
  - Establish a process to maximize the use of existing infrastructure, increase the effectiveness of investment, and retain or enhance the vitality of the local community.
  - Document process.
  - Follow process.
- *Target Dates:*
  - Process established and documented: April 30, 2015.
  - Process followed: per schedule established in process.

### **Objective 4.2. Implement adopted plans.**

- *FY:* 2014, 2015, 2016, 2017.
- *Programs:* 601 (UPWP Budget Development and Monitoring), 661 (*Communities in Motion*), 685 (Transportation Improvement Program); 653 (communications plan), 801 (development plan), all programs (Strategic Plan)
- *Task:*
  - Implement adopted plans (*Communities in Motion*, Regional Transportation Improvement Program, UPWP, strategic plan, integrated communications plan [Objective 1.1], and development plan [Objective 2.2])
    - Incorporate tasks into the UPWP as appropriate.
    - Complete tasks.
    - Track and report progress toward individual plan performance measures, targets, and goals, through online dashboard (see Objective 3.2) and other means.
    - Evaluate success.
    - Make changes as appropriate based on evaluations.
- *Target Dates:*
  - As established in individual plans.

**Objective 4.3. Establish a process for integrating tasks identified in *Communities in Motion* into the Unified Planning Work Program (UPWP).**

- *FY:* 2014, 2015, 2016, 2017
- *Programs:* 601 (UPWP Budget Development and Monitoring), 661 (*Communities in Motion*), and others, based on the type of project
- *Tasks:*
  - Establish process.
  - Complete individual tasks, as determined through the long-range transportation planning process.
- *Target Dates:*
  - Process established: March 31, 2014.

**Objective 4.4. Update planning documents.**

- *FY:* 2014, 2015, 2016, 2017
- *Programs:* 601 (UPWP Budget Development and Monitoring), 661 (*Communities in Motion*), 685 (Transportation Improvement Program), 653 (Communication and Education)
- *Task:*
  - Update plans to meet federal requirements and member agency needs (*Communities in Motion*, Regional Transportation Improvement Plan, UPWP, strategic plan, integrated communications plan [Objective 1.1], and development plan [Objective 2.2]).
- *Target Dates:*
  - *Communities in Motion:* begin update in 2015; complete no later than September 2018.
  - UPWP and Regional Transportation Improvement Program: no later than September of each year.
  - Strategic plan: December 2016.
  - Integrated communications plan: reassess annually; update as needed.
  - Development plan: annually; update as needed.

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