



State TRCC Strategic Planning **TOOLBOX**



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Gap Analysis Tool

for your *Traffic Records Strategic Plan*

The Stakeholder Gap Analysis Tool helps TRCCs identify current levels of stakeholder representation. The tool tracks executive, collector, manager, and user representation for each traffic records system. This exercise helps to make sure stakeholders provide as many viewpoints as practical for each traffic records system component during the strategic planning process.

Record all stakeholders' names and agencies (in parentheses) in the first column. The list should include TRCC members as well as non-members that regularly participate in TRCC activities, since both groups are important to the traffic records strategic planning process.

Record an “**X**” in each column that best describes the role each stakeholder represents. An individual can satisfy multiple roles within or across multiple traffic records systems. For the most accurate analysis, only include their most primary roles (e.g., do not list every stakeholder as a user of every system).

Record the level of engagement for each stakeholder by placing an “**X**” in the appropriate participation column. Use the following general descriptions to rate the level of participation:

- 1** = Has not attended a meeting in the previous 6 months
- 2** = Attends few meetings with minimal participation
- 3** = Attends few meetings with active participation
- 4** = Frequently attends meetings with minimal participation
- 5** = Frequently attends meeting with active participation

The electronic spreadsheet version of the tool will calculate totals for participation and system representation. The results of the gap analysis exercise help identify areas where actions may be needed to increase representation or engagement. TRCC leadership can use a modified version of the tool (minus participation columns) to engage TRCC members in a discussion about opportunities to improve representation.

See Chapter 2 in the State TRCC Strategic Planning Guide for a completed sample tool.



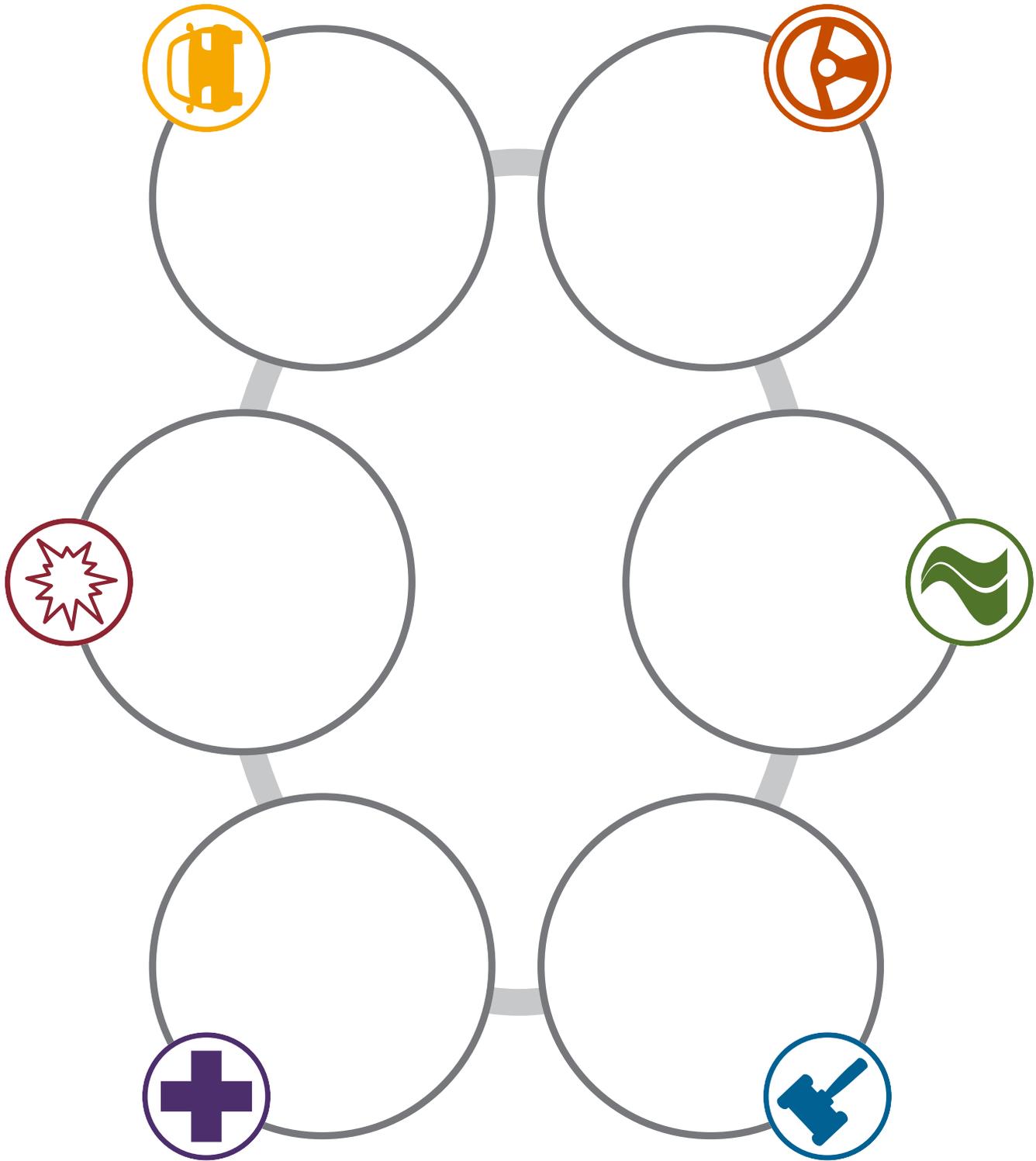
Traffic Records Stakeholder Map

for your *Traffic Records Strategic Plan*

The purpose of this tool is to provide a visual representation of potential stakeholders to help TRCCs fill the gaps identified in the Stakeholder Gap Analysis Tool. TRCC members are encouraged to complete this activity together following discussion of the identified gaps.

TRCCs can use the tool to list potential individuals, agencies, organizations, or groups to engage in the traffic records strategic planning process. Each bubble represents one of the core traffic records system components with potential stakeholders listed inside one or multiple bubbles.

See Chapter 2 in the State TRCC Strategic Planning Guide for a completed sample tool.



Within each traffic records system, list individuals, agencies, organizations, or groups to engage in the traffic records strategic planning process. The information generated can be used to prioritize stakeholders to engage and strategies that may be used.



Potential Stakeholder Benefits From Engagement for your *Traffic Records Strategic Plan*

The following tables identify potential stakeholders for each data system and show possible benefits each stakeholder may receive if they engage in the traffic records strategic planning process. Understanding these benefits can help TRCCs strengthen messaging, increase engagement and representation, and better meet the needs of stakeholders.

There are no distinctions between Federal, State, Tribal, and local stakeholders specifically. All levels of government should be considered. The first column lists potential stakeholders within the traffic records system and the second column lists the benefits from their engagement.



CRASH

STAKEHOLDER	BENEFITS FROM ENGAGEMENT
Statewide Crash System Managers	Input on system improvements, possible funding sources, integration opportunities
Law Enforcement Officers	Input on data collection and retrieval, training needs, possible funding source for needed equipment
Crash Data System Managers for Counties/ Municipalities	Input on data formats, timeliness of data
Crash Data Entry Clerks	Input on data collection and retrieval
FARS Team (Supervisors/Entry clerks)	Input on data collection and retrieval, making sure FARS elements are collected
State Highway Safety Office Staff	Planning and oversight of data improvement funding, addressing data needs for program development
State and Local Statistical Research Groups	Input on data collection, formats, timeliness of data
USDOT SafetyNET	Assistance with data quality, adherence to legislation, data timeliness
Special Interest/Advocacy Groups	Consideration of data accessibility needs
Legislators	Consideration of data needs for informed decision-making
Policy Makers	Consideration of data needs for informed decision-making, data timeliness
School Associations (PTA) and Administrators	Consideration of accessibility needs
Health Departments	Consideration of epidemiological and public health data needs
Insurance Commissions (Department of Insurance)	Clarification of data needs and formats
Employers	Clarification of data needs
Driver Education	Clarification of data needs



DRIVER

STAKEHOLDER	BENEFITS FROM ENGAGEMENT
Financial Responsibility/Insurance Verification	Clarification of data needs and formats
Licensing/Revocation Team	Assistance with data quality, timeliness
Driver Conviction Team	Assistance with data quality, adherence to legislation
Driver Data System Managers	Input on system improvements, possible funding sources, integration opportunities
DUI Tracking System	Assistance with data quality and integration, adherence to legislation
Probation (DUI)	Consideration of data timeliness and accuracy needs
Employers	Clarification of data needs
Driver Education	Clarification of data needs



VEHICLE

STAKEHOLDER	BENEFITS FROM ENGAGEMENT
Vehicle Data System Manager	Input on system improvements, possible funding sources, integration opportunities
Titling Unit	Assistance with data quality
CMV	Assistance with data quality, adherence to legislation
Manufacturers (OEM)	Clarification of data needs
Department of Revenue (Taxes & Tags)	Clarification of data needs and formats
Insurance Commissions (Department of Insurance)	Clarification of data needs and formats



ROADWAY

STAKEHOLDER	BENEFITS FROM ENGAGEMENT
Traffic Safety Engineers	Input on system improvements, possible funding sources, integration opportunities
MPOs/COGs/RTPOs	Input on data formats, timeliness of data, accessibility
Roadway Data System Managers	Input on system improvements, possible funding sources, integration opportunities
HSIP/HPMS Managers	Input on data formats, timeliness of data, accessibility
GIS Managers	Input for stakeholders as to GIS needs and how to address them
Asset Management Teams	Input on data formats, timeliness of data, accessibility
Traffic Engineers	Input into data collection and retrieval, timeliness of data
Planners	Input on data formats, timeliness of data, accessibility
Emergency Management Department	Input on data formats, timeliness of data, accessibility
Municipal/County Roadway System Managers	Input on data collection and retrieval
Incident Management	Input on data collection, timeliness of data



CITATION/ADJUDICATION

STAKEHOLDER	BENEFITS FROM ENGAGEMENT
Case Management System Managers	Input on system improvements, possible funding sources, integration opportunities
Clerks of Court	Input on data accuracy and completeness improvements
Judges (All Levels)	Input on data accuracy and timeliness improvements
Prosecutors (Including Traffic Safety Resource Prosecutors)	Input on data accuracy and timeliness improvements
Defense Attorneys	Input on data accuracy and timeliness improvements
Law Enforcement Officers	Input on data collection and retrieval, addressing training needs, possible funding source for needed equipment
Disposition Entry Units	Input on data accuracy and completeness improvements
Special Interest/Advocacy Groups	Consideration of data accessibility needs
Legislators	Consideration of data needs for informed decision-making
Policy Makers	Consideration of data needs for informed decision-making
Judicial Liaison	Input on data accuracy and timeliness improvements
Bar Association	Understanding of how traffic records systems support legal practices



INJURY SURVEILLANCE

STAKEHOLDER	BENEFITS FROM ENGAGEMENT
Health Departments	Assistance with data quality
EMS	Input on data collection methods and variables
Hospital Associations	Assistance with data quality
Emergency Department	Data sharing, improved outcomes for patients
Trauma Centers (Trauma Registry Units)	Data sharing, improved outcomes for patients
Hospital Discharge	Data sharing, improved outcomes for patients
Billing Departments	Improved data quality, accuracy
Death Certificate Filing	Assistance with data quality
Chief Medical Examiner (Coroner)	Input on what data is collected
Rehabilitation	Data sharing, improved outcomes for patients
Pediatric Practices	Data sharing, improved outcomes for patients
Data Managers	Assistance with data quality
Special Interest/ Advocacy Groups	Consideration of data accessibility needs
Legislators	Consideration of data needs for informed decision-making
Policy Makers	Consideration of data needs for informed decision-making
Medicaid/Medicare	Improved data quality, accuracy



Needs Identification Tool

for your *Traffic Records Strategic Plan*

The purpose of this tool is to help State TRCCs identify the needs to include in their *Traffic Records Strategic Plan*. This exercise corresponds with the first step in strategic planning. To begin, TRCCs can use the following resources to identify potential traffic records improvement needs in their State:

- The Traffic Records Assessment
- Traffic Records Data Users, Managers, and Collectors
- Crash Data Improvement Program (CDIP)
- NHTSA GO Team
- Roadway Data Improvement Program (RDIP)
- Current and Past Strategic Plans

The State TRCC can use the Potential Stakeholder Benefits From Engagement Tool to compile the identified needs. The Example Needs Template provides a hypothetical example.

What to Record in the Template:

1. **“Item” Column:** Record the need’s number. TRCCs are encouraged to establish a numbering system for needs, which can be numbers or a combination of letters and numbers. It may be useful to select a labeling scheme that allows the table to be sorted by system. For example, “C1” for the first crash system item on the needs list. This allows for cross-referencing project descriptions to the goal and objective statements and to the strategic plan later further on in development.
2. **“Cross Reference” Column:** Record the goal and objective numbers from the *Traffic Records Strategic Plan* that address the need. For example, if the second objective under the first goal in the strategic plan addresses the need, the TRCC could enter “G1-O2” in the corresponding cell. The TRCC should pick a labeling scheme that best suits the State’s need.
3. **“Needs” Column:** Record the identified need.
4. **“Priority” Column:** Record the priority level. The State can assign high, medium, or low priority in the cell. “High” means the need will be addressed in the near future and requires inclusion in the current year’s plan; “Medium” means the need may be addressed within the next 5 years and may require inclusion in the current year’s plan; and “Low” means the need may be addressed in the distant future and does not require inclusion in the current year’s plan.



5. **“Data Quality” Column:** Record the corresponding data quality characteristics (timeliness, accuracy, completeness, uniformity, integration, accessibility) related to the need. If the need is not related to data quality characteristics, the State may want to add some explanatory text.
6. **“Data System” Column:** Record the core traffic records system component related to the need. If the need is not related to any system, the State may want to use other headings, such as “TRCC.” For needs that relate to more than one core system, such as data integration needs, the State may want to create additional labels to aid in sorting the table (e.g., the label “integration” when the need concerns integrating two or more components).
7. **“Resources” Column:** Record the name of the resources that the State used to identify the needs.
8. **“Comments” Column:** Record comments, as needed. For example, the State may want to make note of the decision and justification for leaving a need unaddressed. If it is a traffic records assessment recommendation, describe why it is not being addressed in the upcoming plan.

How to Use the Template:

1. **Step 1:** Review available reports and record needs using the template. At the end of this step, the TRCC will have completed the “Needs” and “Resources” columns.
2. **Step 2:** Review the needs and assign a priority level, record the data quality characteristics, and record the core traffic records system component related to the need. The State can also fill out the “Comments” column if needed. At the end of this step, the State will have completed the “Priority,” “Data Quality,” “Data System,” and “Comments” columns.
3. **Step 3:** Sort the list of needs by data system and priority. The State may choose to add more levels for sorting, as needed. After the table is sorted, the State can add an item number to the “Item” column using the selected label scheme.
4. **Step 4:** Review the template after establishing goals and objectives and add the item number of the goal and objective related to the need.



Example Needs Template

Item	Cross Reference	Needs	Priority	Data Quality	Data System	Resources	Comments
C-1	G1-O1	Develop a plan for achieving a 100% electronic crash report submission.	High	Timeliness Accuracy Completeness Uniformity	Crash	State's traffic records data users, managers, and collectors	
C-2	G1-O2	Develop a plan or agreement with the DMV to receive crash reports electronically.	High	Timeliness Integration	Crash Vehicle	Traffic Records Assessment	
C-3	G4-O1	Establish a vendor certification process in the DMV to identify those vendors meeting minimum crash data quality and submission standards.	High	Accuracy Completeness Uniformity	Crash	CDIP	
C-4	G3-O2	Develop a portal to provide better access to the State's crash data.	Low	Accessibility	Crash	Strategic Highway Safety Plan (SHSP)	The DMV is currently rewriting its driver and vehicle system and cannot take on new projects until that is completed
C-5	G3-O1	Confirm there is adequate IT support at the DMV to assist local law enforcement agencies in resolving data submission problems.	Low	Timeliness Accuracy Completeness	Crash	SHSP	The DMV is currently rewriting its driver and vehicle system and cannot add IT resources to crashes until that is completed
I-1	G4-O5	Establish a timeliness performance measure related to the anticipated submission of trauma registry data.	Medium	Timeliness	Injury Surveillance	NHTSA GO Team Program	This is delayed until the trauma registry is replaced in 2020 (est)
R-1	G2-O3	Collect all MIRE FDE elements.	High	Completeness	Crash Vehicle	RDIP	
S-1	G2-O1	Strengthen the TRCC's abilities for strategic planning to reflect best practices identified in the Traffic Records Program Assessment Advisory.	Medium	TRCC	Crash	Traffic Records Assessment	



Identified Needs Template

Item	Cross Reference	Needs	Priority	Data Quality	Data System	Resources	Comments



Vision Development Tool

for your *Traffic Records Strategic Plan*

This tool is designed to help TRCC members identify and refine their vision statement. This exercise corresponds with the second step in the strategic planning process.

A **vision statement** is a brief statement of an ideal future. The vision statement should describe the desired result of the fully implemented *Traffic Records Strategic Plan* over the long term rather than the TRCC. A strong vision statement identifies who will benefit from this effort. The TRCC can update the vision statement periodically as their view of the desired future changes.

TRCCs can use this tool at a visioning workshop or meeting. Participants can use the space on the following page to draft their vision statements or brainstorm ideas. TRCCs can then compile the results and work with participants to develop the final statement.

Questions to Ask:

- » What do we want our organization to look like in 5 years? In 10 years?
- » How will our needs change in the future?
- » How will our organization adapt to meet changing needs?

Outcome: The future ideal for the traffic records system that the *Traffic Records Strategic Plan* will help to achieve.

Step-by-Step Guidance: Use the Tips for Creating a Vision Statement to encourage conversation. Then record the final vision statement in the available space.

Tips for Creating a Vision Statement

Identify the future ideal of the traffic records system



Example: Accurate, consistent, integrated with core traffic records systems.

Translate ideas into general statements of achievement



Example: Create a traffic records system that promotes timely, accurate, and complete data.

Focus on outcomes



Example: Reduce injuries, support decision-making.

Choose action verbs



Example: Build, create, assure.

Assure an attainable stretch



Make the vision ambitious but achievable.

Source: *Guide to Community Energy Strategic Planning*, U.S. Department of Energy, 2013



Our Vision Statement:

Sample *Traffic Records Strategic Plan* Vision Statements:

- » “A comprehensive Traffic Records System that provides reliable data critical to the development of policies and programs that enhance the operation and safety of the Connecticut Highway Transportation (National, State, and Local Roads) System.”¹
- » “Save lives and reduce injuries on Massachusetts roadways by using efficient processes to collect, store, and analyze complete and accurate traffic safety information and by making it freely available to all safety stakeholders.”²
- » “Provide users with timely, accurate, complete, consistent, and well-documented traffic records information enabling analysis and supporting timely decision-making.”³
- » “...to create a traffic records system that promotes timely, accurate, and complete data that is integrated with all of the core traffic records systems. This data would be accessible to all traffic records stakeholders, which will ultimately reduce the number of injuries and fatalities on Arkansas’ public roadways.”⁴

1. Connecticut 2018 *Strategic Plan for Traffic Records*.
www.ct.gov/dot/lib/dot/documents/dtransportation_safety/traffic_records/trcc_traffic_records_strategic_plan.pdf

2. Massachusetts 2018 *Strategic Plan for Traffic Records Improvements*.
www.mass.gov/files/documents/2018/11/06/FFY%202019%20MA%20Strategic%20Plan%20for%20Traffic%20Records%20Improvement.pdf?_ga=2.234317852.386621201.1548260339-58119096.1548260339

3. Alaska 2015 *Traffic Records Strategic Plan*.
www.dot.state.ak.us/highwaysafety/assets/pdf/ATRCC_FFY16_TR_Strategic_Plan.pdf

4. Arkansas 2018 *Traffic Records Strategic Plan*.



Mission Development Tool

for your *Traffic Records Strategic Plan*

This tool is designed to help TRCC members develop their mission statement. This exercise corresponds with the second step in the strategic planning process. The **mission statement** expresses the ways the TRCC and its member agencies will achieve the vision.

TRCCs can use this tool at a visioning workshop or meeting. Participants can use the space available to provide their draft mission statement. TRCCs can then compile the results and work with participants to develop the final mission statement.

Questions to Ask:

- » Who are we as an organization and who do we serve? How will the *Traffic Records Strategic Plan* reflect this?
- » Why does the plan exist? What basic problems was our organization established to address?
- » What makes our organization and plan unique?

Tips for Creating a Mission Statement

Recognize the Stakeholders and Customers

⇒ Who do we serve?

Take Ownership

⇒ The State TRCC.

Focus on outcomes

⇒ What will we do to move the State toward the vision?

Choose action verbs

⇒ Describe what we will do, and by when.

Outcome: A short, concise, concrete statement that clearly states the reason for the plan's existence and identifies what it does, why it does it, and for whom it does it.

Step-by-Step Guidance: Use the Tips for Creating a Mission Statement to encourage conversation, then record the final mission statement in the space available.



Our Mission Statement:

Sample Mission Statements:

- » “To save lives and reduce motor vehicle crashes and injuries through a data-driven strategic approach that uses enforcement, education, engineering, and emergency response after strategies.”¹
- » “The Arkansas TRCC moves the State development of the State traffic records system by supporting data initiatives that improve the safety of drivers, passengers and non-motorists while remaining conscious of personal civil liberties in the use of the data.”²
- » “Through the coordinated efforts of its member organizations, provide a forum for the creation, implementation, management and dissemination of accessible, accurate, complete, consistent, integrated, timely, and useful traffic records data to aid decision-makers working to reduce transportation-related fatalities, injuries, and economic losses in Massachusetts.”³

1. Virginia 2017-2021 Strategic Highway Safety Plan.
www.virginiadot.org/info/resources/SHSP/VA_2017_SHSP_Final_complete.pdf

2. Arkansas 2018 Traffic Records Strategic Plan.

3. Massachusetts 2018 Strategic Plan for Traffic Records Improvements.
www.mass.gov/files/documents/2018/11/06/FFY%202019%20MA%20Strategic%20Plan%20for%20Traffic%20Records%20Improvement.pdf?_ga=2.234317852.386621201.1548260339-58119096.1548260339



SWOT Tool

for your *Traffic Records Strategic Plan*

A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis can provide an environmental scan to define the internal and external environment and describes the factors that help or hinder the organization’s ability to achieve its vision. This is part of the third step in the strategic planning process detailed in the Traffic Records Strategic Planning Guide. The following table provides a list of environmental factors that the State could use conduct a thorough scan of the internal and external environments.

Strengths & Weaknesses Internal Factors	Opportunities & Threats External Factors
<ul style="list-style-type: none">» Level of technology adoption» Capability to support advanced analyses» Degree of cooperation and coordination among TRCC member agencies» Competition for needed resources» Funding for hardware and software deployments» Data strengths or improvement needs identified in other major internal planning efforts	<ul style="list-style-type: none">» State and Federal laws and policies» Grant program requirements» Impact of the economy on available resources» Other outside factors

Next, TRCCs can use the SWOT Analysis Template to record strengths, weaknesses, opportunities, and threats relevant to the traffic records system. States are encouraged to establish a numbering system for SWOT items, which will aid in cross-referencing the items within the project descriptions to the goal and objective statements. An example of a SWOT analysis is provided.



Example SWOT Analysis Template

Strengths		Weaknesses	
S-1	Expert staff	Low data quality in some systems	W-1
S-2	Multiple years of data	Very little capacity for integration	W-2
S-3	Statewide GIS and spatial location tools	Informal data quality management	W-3
S-4	Effective automation in some systems	Insufficient access to IT resources	W-4
S-5	Strong upper management support	Poor coordination among business units	W-5
S-6	Strong support from key users	Too few agencies seeking grant funding	W-6
		High cost of some system upgrades	W-7
Opportunities		Threats	
O-1	Growing Federal technical assistance	Mandates pull funding from priority efforts	T-1
O-2	Increased grant funding available	Annual start/stop of funding flow	T-2
O-3	Useful standards and guidelines exist		
O-4	Strong division office and regional support		

SWOT Analysis Template

Strengths		Weaknesses	
S-1			W-1
S-2			W-2
S-3			W-3
...			...
Opportunities		Threats	
O-1			T-1
O-2			T-2
O-3			T-3
...			...



Goal Development Tool

for your *Traffic Records Strategic Plan*

This tool is designed to help TRCCs define specific goals. This exercise corresponds with the third step in the strategic planning process, detailed in the Traffic Records Strategic Planning Guide. This tool builds off the previous steps in the process and TRCCs can complete this step using the previous tools or from existing TRCC resources.

A **goal** is a high-level statement of what an organization hopes to achieve in a specific area under the strategic plan. Each goal should be a quantifiable statement of what the TRCC hopes to accomplish over a specific period (the timing may be assumed to be the intended life of the strategic plan if left unspecified). Goals should refer to identified needs (see Needs Identification Tool).

Step-by-Step Guidance:

Step 1: Review and enter the vision statement in the text box below.

Step 2: Review and enter the mission statement in the text box below.

Step 3: Review other State goals/campaigns.

Step 4: Review the full list of needs and the completed SWOT matrix. The list of needs should be sorted by data system and priority before crafting goals. TRCCs are encouraged to develop a full list of needs and conduct a SWOT analysis prior to setting goals. If the State TRCC prefers not to conduct these two steps, they can review their existing documentation that contains needs or recommendations and other similar information needed for developing goals.



Step 5: Use the template to develop goals that reference the listed needs and SWOT items. The State TRCC should be able to list at least one need per goal. If the State TRCC use a numbering system for needs and SWOT items in the previous steps, record the corresponding item number(s) in the columns of “Needs” and “SWOT Items.”

Goals	Needs	SWOT Items

Step 6: Review the goals to confirm they align with the vision, mission, and other State goals/campaigns.

Sample Goal Statements:

- » “To reduce fatalities and serious injuries by half by 2030.”¹
- » “To improve the interface and integration linkages throughout the Arkansas traffic records system.”²
- » “Ensuring the collection of complete, timely, and accurate data.”³

Please note that some of the sample goal statements do not contain any quantity reference. The State can quantify the goal when developing corresponding objectives in the next step.

1. Virginia 2017-2021 Strategic Highway Safety Plan.
www.virginiadot.org/info/resources/SHSP/VA_2017_SHSP_Final_complete.pdf

2. Arkansas 2018 Traffic Records Strategic Plan.

3. Minnesota 2017 Traffic Records Strategic Plan.



Possible Projects Identification Tool for your *Traffic Records Strategic Plan*

This tool is designed to help TRCCs identify possible projects. This exercise corresponds with the fourth step in the strategic planning process.

Projects are specific actions that will support one or more objectives in the *Traffic Records Strategic Plan*. Completing a standardized project description helps formulate each project.

TRCCs may wish to adapt the form below to create and track each project. If a project does not address a goal within the *Traffic Records Strategic Plan*, it should not be included. Projects should not be limited to items submitted for §405(c) grant funding stream.

Project Title:		Project ID:
Year entered into TRSP:	Project start date:	Project end date:
Core Traffic Records Systems Impacted		
<input type="checkbox"/> Crash	<input type="checkbox"/> Roadway	
<input type="checkbox"/> Driver	<input type="checkbox"/> Citation/Adjudication	
<input type="checkbox"/> Vehicle	<input type="checkbox"/> Injury Surveillance	
Performance Areas Impacted		
<input type="checkbox"/> Timeliness	<input type="checkbox"/> Completeness	<input type="checkbox"/> Integration
<input type="checkbox"/> Accuracy	<input type="checkbox"/> Uniformity	<input type="checkbox"/> Accessibility
Project Budget		
\$		
Funding Source(s) – State:		Funding Source(s) – Federal:
Point of Contact/Project Lead		
Name:		Address:
Title:		Phone:
Agency:		Email:
Agencies Involved		
Lead Agency:		Partner Agency(ies):
Project Information		
Project Goals:		
Project Objective:		
Needs Addressed by the Project:		
Strategic Plan Goals Addressed by the Project:		
Current Project Status:		
Milestones for Deliverables:		



Project Prioritization Tool

for your *Traffic Records Strategic Plan*

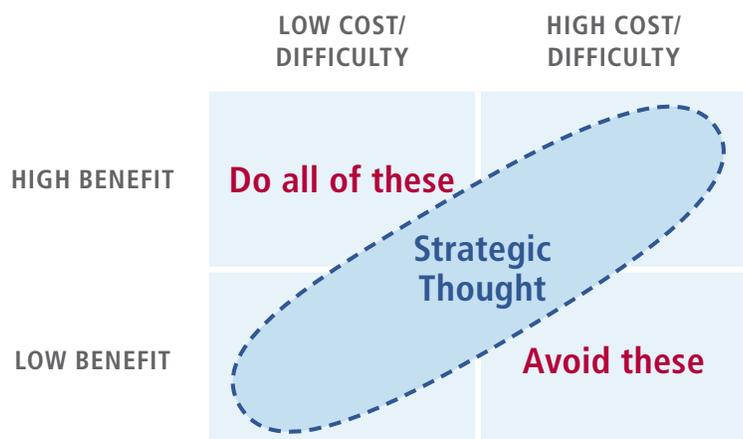
This tool is designed to help TRCCs prioritize identified projects. This is the fifth step in the strategic planning process and builds upon the previous steps.

Step-by-Step Guidance:

Step 1: Preparation. Prior to the implementation of any prioritization process, preparations are necessary. The State TRCC can include projects funded through §405(c) grants and as well as other funding sources. At this stage, the State TRCC may have already established a list of possible projects. The State TRCC should use that list and the following template to sort out goals, objectives, and proposed projects in order to accomplish the objectives. At the end of Step 1, the State TRCC should have partially completed the template with goals, objectives, project number, lead agency, funding amount, and funding source. The remaining part of template be completed during the following steps.

Step 2: Conduct a strategic analysis for each proposed project. The State TRCC can use a “four-box” analysis, as shown in the figure, to focus the prioritization discussions on the important factors of 1) the ease of project completion, and 2) the anticipated benefit of the project to traffic records data quality improvement. The SWOT analysis results can be added used to to columns of “Cost/Difficulty” and “Benefit” in the third table (Project Prioritization Template). The results can also anchor the discussion on practical issues of the State’s internal and external environment and determine which box the project belongs to.

Step 3: Finalize Prioritization. The four-box analysis helps brainstorm priorities but does not produce a list of high priority projects. So, the State TRCC should adopt a formal prioritization process. This tool provides several options for the State TRCC to consider; however, a State TRCC is free to adopt other prioritization methods more suited to its situation.





Modified Delphi Technique

The Modified Delphi technique has been successful for many States and includes the steps as shown in the following table.

Step	Description
1. Project Presentations	<ul style="list-style-type: none"> » Prepare a master list of projects in advance. The State can use the table developed in Step 2. » The agency proposing the project should make a brief presentation (1 to 3 minutes). » The presentation should explain the project’s importance, how it addresses one or more goals and objectives, and where the project falls in the four-box analysis. » Have a group discussion after all project presentations are completed.
2. First-Round Discussion	<ul style="list-style-type: none"> » Invite participants, who should be subject matter experts for the purposes of this exercise. » Discuss all projects with an emphasis on the merits of each project. » Modify and join projects if needed. » The group may agree to remove some projects from the prioritization process and either accept them as automatically high priority (and thus included in the plan), or reject them as not fitting in with the strategic plan. » At the end, prepare a first-round list of projects for balloting.
3. First-Round Ballots	<ul style="list-style-type: none"> » Tape all eligible projects to the walls, or create some other means to support balloting and tallying of results. » All voting members receive a number of votes (equal to approximately two-thirds of the total number of projects). » When voting, the participants should assign as many or as few of their votes to each proposal as they see fit, up to and including placing all their votes on one proposal. » At the end, tally the votes and present the results to the group.
4. Second-Round Discussion	<ul style="list-style-type: none"> » The group reconvenes to discuss the first-round ballot results. » Participants can advocate for dropping, splitting, or combining proposals. » Participants can also advocate for or against any of the proposals in an attempt to sway the opinions of the other participants. » At the end, make a list of projects that are ready for second-round ballots.
Break	
5. Second-Round Ballots	<ul style="list-style-type: none"> » All members receive a number of votes (equal to approximately two-thirds of the total remaining proposals). » Distribute the votes to the projects as done for first-round ballots. » Tally the votes and present the results to the group. » Optionally, the final ballot may take place via email or other remote method. <p>Note: please check your State’s Open Meeting Law with respect to voting via remote methods.</p>
6. Final Discussion	<ul style="list-style-type: none"> » Examining the ballot totals across the projects, identify where the group would like to make groupings to define “high,” “medium,” and “low” priority based on total votes obtained. » Review the prioritized list to make sure there are no obviously unacceptably low (or high) priorities assigned—this can happen, for example, when an agency asserts that they are going to do the project on their own and the group did not choose to remove it from balloting earlier in the process. » The participants are asked to affirm that they will support a plan, and project prioritization, as represented by the ballots and that they agree that the prioritization process resulted in a fair representation of the participants’ decisions.



At the final stage of the Modified Delphi technique, the TRCC can document the process to assign the appropriate priority level to each project. The Example of Defining the Priority Level figure provides an example showing how the agency used the results from the ballots and the four-box analysis to define the priority level.

<p>High Priority</p> <p>Projects with more than 20 votes</p> <p>Projects with high benefit and low difficulty</p>	<p>Medium Priority</p> <p>Projects with less than 20 but more than 15 votes</p> <p>Projects with low benefit and low difficulty or high benefit and high difficulty</p>	<p>Low Priority</p> <p>Projects with less than 15 votes</p> <p>Projects with low benefit and high difficulty</p>
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Example of Defining the Priority Level

Other Options:

The Prioritization Techniques table provides a summary of other prioritization techniques the State TRCC may also consider.

Prioritization Techniques	Description
<p>Publication: <i>Guide to Prioritization Techniques</i>¹</p>	
<p>Multi-Voting Technique</p>	<p>Contains four steps:</p> <ul style="list-style-type: none"> » Round 1 Vote » Round 2 Vote » Update List » Repeat
<p>Strategy Grids</p>	<p>Contains four steps:</p> <ul style="list-style-type: none"> » Select criteria » Label quadrants » Create a grid » Categorize & Prioritize
<p>Nominal Group Technique</p>	<p>Contains seven steps:</p> <ul style="list-style-type: none"> » Establish group structure » Silent brainstorming » Generate list in round-robin fashion » Simplify & clarify » Group discussion » Anonymous ranking » Repeat if desired
<p>The Hanlon Method</p>	<p>Contains four steps:</p> <ul style="list-style-type: none"> » Rate against specified criteria » Calculate priority scores » Apply the "PEARL" test » Rank the health problems
<p>Prioritization Matrix</p>	<p>Contains four steps:</p> <ul style="list-style-type: none"> » Create a matrix » Weight the criteria » Rate against specified criteria » Calculate priority scores



Prioritization Techniques	Description
<p>Publication: <i>Transportation Project Prioritization and Performance-based Planning Efforts in Rural and Small Metropolitan Regions</i>²</p>	
<p>North Carolina Statewide Performance-Based Prioritization Process</p>	<ul style="list-style-type: none"> » The case study shows they used a ranking process that combines quantitative data, qualitative data, and multimodal points.
<p>North Central Pennsylvania’s Project Prioritization Process</p>	<ul style="list-style-type: none"> » The case study shows they formed a project prioritization committee, bringing together a variety of stakeholders and other committees to develop and weight selection criteria. They also used a dynamic software called Decision Lens for pairwise comparisons of each proposed criterion.
<p>Washington’s MPOs and RTPOs’ Flexible Process</p>	<ul style="list-style-type: none"> » The case study shows they used a more quantitative-data based criteria, which includes nine weighted categories. They are: traffic volume, freight mobility, roadside hazards, collision rate, alternative modes, existing surface condition, roadway width deficiency, excess funding match, and non-match funding investment.
<p>Publication: <i>NCHRP 08-36, Task 112: Cross Mode Project Prioritization</i>³</p>	
<p>Cross Mode Project Prioritization</p>	<p>Provides discussions on how to translate criteria into points. The criteria are:</p> <ul style="list-style-type: none"> » Benefit-cost ratio » Job created as a percent of local unemployment » Financial match provided by outside sources » Qualitative measures

1. National Association of County and City Health Officials. Guide to Prioritization Techniques. www.naccho.org/uploads/downloadable-resources/Guide-to-Prioritization-Techniques.pdf

2. National Association of Development Organizations. Transportation Project Prioritization and Performance-Based Planning Efforts in Rural and Small Metropolitan Regions, 2011. www.nado.org/wp-content/uploads/2011/11/RPOprioritization.pdf

3. NCHRP 08-36, Task 112 Cross Mode Project Prioritization, 2014. [http://onlinepubs.trb.org/onlinepubs/nchrp/docs/NCHRP08-36\(112\)_FR.pdf](http://onlinepubs.trb.org/onlinepubs/nchrp/docs/NCHRP08-36(112)_FR.pdf)



Step 2: Establish the performance measures and metrics (targets) at the statewide- and system-wide level based on the information gathered in Step 1. Use the Performance and Metrics Template to document the performance measures and metric for the core traffic record systems and data quality characteristic.

- » Example performance measures can be found in NHTSA's *Model Performance Measures for State Traffic Records Systems and Traffic Records Program Assessment Advisory*.¹⁻²
- » Example performance measures for crash data are provided in the NHTSA's *Crash Data Improvement Program Guide*.³
- » Example performance measures for roadway data are provided in the FHWA's *Roadway Data Improvement Program: Supplemental Information Resource*.⁴

Step 3: Document the annual plans using the Performance Measure and Metrics Template for data quality performance. It should be broken down by each core component of the traffic records system and its data quality attributes. A hypothetical example is also provided.

Step 4: Examine the goals, objectives, and projects to determine which data quality performance measures are most relevant and identify the best strategies for tracking success. If it applies, States should confirm the strategic plan aligns with the performance measures in the formal data quality management program.

1. Model Performance Measures for State Traffic Records Systems. Report Number DOT HS 811 441. National Highway Traffic Safety Administration, 2011. <https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/811441>

2. Traffic Records Program Assessment Advisory. National Highway Traffic Safety Administration, 2018. <https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/812601>

3. Crash Data Improvement Program Guide. Report Number DOT HS 812 419. National Highway Traffic Safety Administration, 2017. <https://crashstats.nhtsa.dot.gov/Api/Public/Publication/812419>

4. Roadway Data Improvement Program: Supplemental Information Resource. Federal Highway Administration, 2012. https://safety.fhwa.dot.gov/rsdp/downloads/rdip_final061312.pdf



Performance Measure and Metrics Template

Goal	Objective(s)	Performance Measure(s)	Metric	Data Quality	Data System	Year 1	Year 2	Year 3	Year 4	Year 5

Example Performance Measures and Metrics

Goal	Objective(s)	Performance Measure(s)	Metric	Data Quality	Data System	Year 1	Year 2	Year 3	Year 4	Year 5
Promote uniformity of traffic records data	Improve the uniformity of the Roadway Data System in the next 5 years.	Number of MIRE data elements in the State's road inventory file	200	Uniformity	Roadway	37	80	120	160	200
	Improve the uniformity of the Citation/Adjudication Data System in the next 5 years.	Percent of jurisdictions using the latest State uniform citation form	95%	Uniformity	Citation/Adjudication	50%	60%	70%	80%	95%
Increase the completeness of traffic records data	Improve the completeness of the Crash Records Data System data in the next 5 years.	The percentage of geolocated crash data submitted to the crash database	95%	Completeness	Crash	70%	75%	80%	88%	95%
	Improve the completeness of EMS/Trauma Registry data in the next 5 years.	Percentage of EMS patient care reports in the system with no missing data elements	100%	Completeness	Injury Surveillance	80%	85%	90%	95%	100%



Action Plan Tool

for your *Traffic Records Strategic Plan*

This tool is designed to help the State TRCC develop an action plan for each project included in the strategic plan and is the seventh step in the strategic planning process. Action plans can be used as a mechanism to monitor projects and the *Traffic Records Strategic Plan* because they outline how the strategic plan and projects will progress by describing actions, individual responsibilities, and task or project relationships. This will help the TRCC to identify milestones and responsible agency and personnel for each step of each project.

How to Use the Template:

- » **Row 1:** Record the goal number and name, the objective number and name, and the project ID and name of the *Traffic Records Strategic Plan*.
- » **“Tasks” Column:** List each task separately in this column.
- » **“Name” Column:** Record the task name that matches to the task number.
- » **“Start” Column:** Record the proposed start date.
- » **“End” Column:** Record the planned end date.
- » **“Precursors” Column:** Record precursor steps that must be completed prior to project initiation.
- » **“Dependents” Column:** Record dependent steps determined by the completion of previous steps.
- » **“Lead Agency” Column:** Record the responsible agencies (shared responsibilities may be noted here).
- » **“Lead Staff” Column:** Record the responsible personnel for the corresponding task.
- » **“Current Status” Column:** Record the current status for the corresponding task.
- » **“Notes” Column:** Keep notes for the corresponding task.



Action Plan Template

Goal:									
Objective:									
Project Name:									
Project ID:									
Task	Name	Start	End	Precursors	Dependents	Lead Agency	Lead Staff	Current Status	Notes

From a practical point of view, the action plan can become extremely detailed because it will reflect every step in every project included in the *Traffic Records Strategic Plan*. Because this can get unwieldy for a single person to maintain, the TRCC may wish to create a shared document that can be updated by those managing each project. Additionally, the TRCC may wish to create a “starting” version of the action plan that has just enough step-by-step detail to show major dependencies among the various projects. For example, if the field data collection project must wait for the project that delivers a statewide official map of all public roads, it would be important to show the dependencies among the relevant tasks in both of those projects, even if the projects are not yet started. Later, when a project is active, a more complete list of tasks can be inserted into the action plan.



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