



## TECHNICAL MEMORANDUM #10: GOALS & OBJECTIVES

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SUBJECT: Task 7.1 Problem Statement, Goals & Objectives  
Tech Memo #10: Final

DKS Project 14180-023

This memorandum describes the project purpose, goals and objectives for the Springfield Main Street Safety Project. To develop the purpose, goals and objectives, the project team reviewed previous planning studies in the corridor and gathered the input of agency stakeholders and community members. As work on the project continues and infrastructure solutions are developed for the corridor, the goals and objectives will be used to evaluate each and help guide decision-making. The goals will shape the actions and transportation improvements that will be recommended to create a safer Main Street.

### Project Purpose Statement

The project team developed the project purpose statement in spring 2018 to describe the overarching problem the project seeks to address and a vision for the plan outcomes. The project team reviewed the City's Transportation System Plan (TSP) and previous corridor-specific studies to ensure consistent goals and objectives. Previous studies along the corridor include the Main-McVay Transit Study (MMTS) and the Springfield Main Street Corridor Vision Plan (MSVP). Some goals that consistently appeared within these documents include:

- Safe and efficient vehicle travel including access to properties fronting the street (MSVP)
- Multi-modal transportation balance appropriate to the land use environment (MSVP, MMTS, TSP)
- Address the mobility and safety needs of motorists, transit users, bicyclists, pedestrians, freight, and the needs of emergency vehicles when planning and constructing roadway system improvements (TSP)





- Support economic development, revitalization and land use redevelopment opportunities for the corridor (MMTS, TSP)
- Improved pedestrian safety crossing of Main Street (MSVP, MMTS)
- Reduced vehicle speeds (MSVP)

The Springfield City Council provided input on a draft purpose statement and the Main Street Governance Team provided further refinement. The final purpose statement endorsed by the Governance Team reads as follows:

Springfield's Main Street is consistently ranked as one of the most unsafe city streets in Oregon based on the severity and frequency of traffic crashes. ODOT and the City must address this problem to save lives, reduce injuries, and lessen property damage due to crashes. The purpose of the Main Street Safety Project: Planning Phase is to select infrastructure solutions that will make Main Street safer for people walking, biking, driving, and taking transit.

The selected safety improvements will provide for the movement of goods and people, support the economic viability of the corridor, accommodate current bus service and future transit solutions, and complement traffic safety education and enforcement.

## Community Values

In fall 2018, the project team conducted four focus groups and held an online open house to gather input on a set of six values derived from City's TSP and prior corridor studies. Participants were asked to vote on or rank the values, and those results were used to develop a framework for the project specific goals.

The values presented to participants were:

- Safety: I value solutions that reduce the risk of fatalities and serious injuries
- Local Business Access: I value solutions that support the viability of the businesses on Main Street by providing access and minimizing other impacts
- Traffic Mobility: I value solutions that minimize congestion and maintain the flow of traffic
- Cost: I value solutions that are cost-effective and make good use of public funds
- Main Street Character: I value solutions that improve the appearance of Main Street and make it a vibrant place for those who live, work, shop, and travel through the corridor
- Transit: I value solutions that support reliable and frequent transit service that is accessible from destinations along Main Street



**Focus Groups**

The project team did targeted outreach to four community groups in November-December 2018 and heard input from community members who access the corridor, including youth, seniors, low-income individuals, and Spanish-speaking individuals. Summaries of each of the four focus groups (Downtown Languages<sup>1</sup>, Briarwood Senior Living<sup>2</sup>, Catholic Community Services<sup>3</sup> and Willamalane Two50 Club<sup>4</sup>) provide further detail about each activity and are posted on the project’s website<sup>5</sup>.

As part of each meeting, participants were given three plastic coins to ‘vote’ on their top three values by placing them into labeled ‘values’ jars. Staff clarified that participants could put multiple coins into one jar, if they felt strongly about that value. A total of 86 individuals participated and Table 1 shows the number of participants in each focus group.

**Table 1: Focus Group Participation**

Community Group	Environmental Justice (EJ) Population	# of Values Exercise Participants
Downtown Languages	Latinx/Spanish-speaking	26
Catholic Community Services	Low-income	24
Briarwood Senior Living	Seniors	20
Willamalane Two50 Club (youth)	n/a	16

Figure 1 summarizes and provides a comparison of the results across each of the four focus groups. Safety was the highest ranked value across all groups. Transit and traffic mobility scored well across all groups, with cost, local business access and main street character nearing the bottom of the rankings.

<sup>1</sup> [http://ourmainstreetspringfield.org/wp-content/uploads/2019/02/Downtown-Languages-Summary\\_FINAL.pdf](http://ourmainstreetspringfield.org/wp-content/uploads/2019/02/Downtown-Languages-Summary_FINAL.pdf)

<sup>2</sup> [http://ourmainstreetspringfield.org/wp-content/uploads/2019/02/Briarwood-Summary\\_FINAL.pdf](http://ourmainstreetspringfield.org/wp-content/uploads/2019/02/Briarwood-Summary_FINAL.pdf)

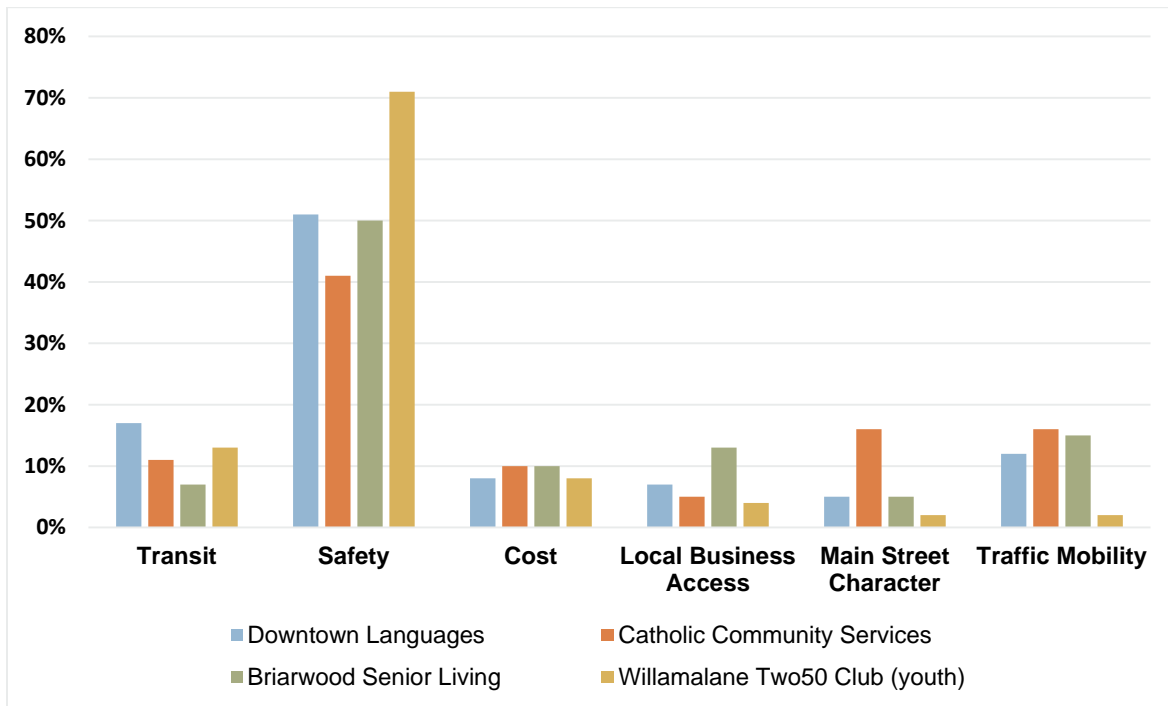
<sup>3</sup> <http://ourmainstreetspringfield.org/wp-content/uploads/2019/02/CCS-Summary- FINAL.pdf>

<sup>4</sup> [http://ourmainstreetspringfield.org/wp-content/uploads/2019/02/Youth-Focus-Group-Summary\\_FINAL-.pdf](http://ourmainstreetspringfield.org/wp-content/uploads/2019/02/Youth-Focus-Group-Summary_FINAL-.pdf)

<sup>5</sup> <http://ourmainstreetspringfield.org/main-street-safety-project/>



Figure 1: Focus Groups Values Rating



Online Open House

The Online Open House launched on November 7, 2018 and a total of 450 new (first-time) users viewed the site and provided input. A summary of the results<sup>6</sup> are on the project website<sup>7</sup>.

The open house included a values exercise; participants were given 21 points and asked to assign up to six points to each of the various community values based on priority – the highest number of points indicates the highest priority, while the least amount of points indicates the lowest priority. A total of 170 people participated in this section of the Online Open House. Participants showed the strongest support for safety which garnered over twice the number of participants assigning six points than the next highest ranked values, local business access, and traffic mobility. The community value with the least support for Main Street was transit.

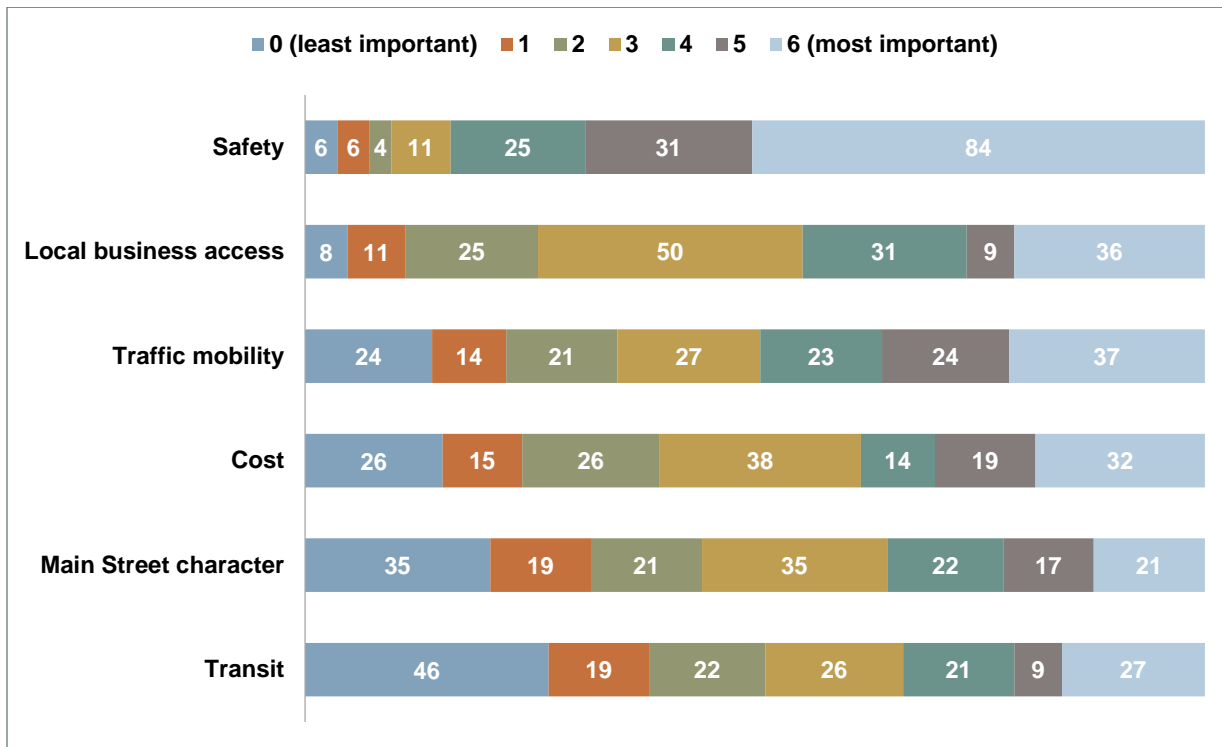
Figure 2 illustrates how participants assigned their points (0-6 points) to each community value and are listed based on the aggregate total of the assigned points. For instance, while one less person assigned six points to local business access than to traffic mobility, the total number of points for local business access is greater than that for traffic mobility.

<sup>6</sup> [http://ourmainstreetspringfield.org/wp-content/uploads/2019/02/Online-Open-House-Outreach-Summary\\_FINAL.pdf](http://ourmainstreetspringfield.org/wp-content/uploads/2019/02/Online-Open-House-Outreach-Summary_FINAL.pdf)

<sup>7</sup> The project team also received 26 total inquiries/comments related to the project from 25 individuals outside of the online open house, focus groups, and SAC Meeting #1 forums and documented them in a summary that can be found on the project website. [http://ourmainstreetspringfield.org/wp-content/uploads/2019/02/Other-Comment-Submission-Summary\\_FINAL.pdf](http://ourmainstreetspringfield.org/wp-content/uploads/2019/02/Other-Comment-Submission-Summary_FINAL.pdf)



Figure 2: Online Open House Values Responses



### Project Goals and Objectives

With the results of the values exercises, the project team further refined applicable goals and objectives from the City’s TSP and prior corridor studies into a set of goals and objectives specific to the project. A goal is an overarching principle or a broad statement of intent that informs the range of possible transportation solutions and guides decision-making. Objectives are specific, measurable, and relevant steps that are taken to meet the goal.

As transportation infrastructure solutions are developed, these six goals and associated objectives will be used to evaluate each solution.

#### Safety – Increase the safety of Main Street for all users

Objectives: Identify infrastructure solutions that:

- ✓ Have been demonstrated to result in reducing fatalities and serious injury crashes so that Main Street is not on the statewide high crash list
- ✓ Have been demonstrated to result in reducing the frequency of all crashes so that Main Street is not on the statewide high crash list

*Note: The primary purpose of the Main Street Safety Project is to improve safety. For a design solution to advance, it must demonstrate an improvement to safety above all other goals.*



**Business Community** – Support the viability of existing and future businesses

Objectives: Identify infrastructure solutions that:

- ✓ Provide viable ways for customers and deliveries to patronize/serve businesses along Main Street corridor
- ✓ Support the visibility and economic viability of Main Street businesses
- ✓ Support the potential for future businesses to locate on Main Street

**Mobility** – Ensure people and goods travel efficiently and reliably through the corridor

Objectives: Identify infrastructure solutions that:

- ✓ Maintain or improve the efficiency and reliability of passenger vehicle operations through the corridor
- ✓ Maintain or improve the efficiency and reliability of transit operations through the corridor
- ✓ Maintain or improve emergency response times for police, fire and life safety operations
- ✓ Meet ODOT's freight vehicle mobility standards along Main Street

**Transportation Choices** – Create a multimodal environment that connects people and destinations

Objectives: Identify infrastructure solutions that:

- ✓ Ensure access to services and destinations along Main Street for all members of the community.
- ✓ Create safe, comfortable, efficient, and continuous pedestrian and bicycle travel and access along Main Street.
- ✓ Support existing transit service and provide flexibility to accommodate Enhanced Corridor transit service in the future

**Vital Community** – Support the vitality of the community and its vision for Main Street

Objectives: Identify infrastructure solutions that:

- ✓ Enhance the built and natural environment and stimulate implementation of the Main Street Vision Plan to make it a vibrant place for those who live, work, shop and travel through the corridor
- ✓ Connect neighborhood residents to Main Street destinations and services; and transportation options to access the broader region



**Feasibility** – Develop a plan with a clear and achievable approach to implementation

Objectives: Identify infrastructure solutions that:

- ✓ Can be implemented starting within five years and maintained with foreseeable resources
- ✓ Can be implemented incrementally as funding is secured
- ✓ Ensure the cost-effective use of resources

*Note: For a solution to advance, it must be feasible to implement along Main Street.*