

## Target Zero - 2019 Strategic Highway Safety Plan

| Washington State Traffic Safety Commission (WTSC)

### OVERVIEW

Halcyon Northwest (*Halcyon*) led an 18-month-long project to develop a strategic plan for a major, high-profile Washington State initiative. This data-driven strategic plan, written by and for policy practitioners, is intended to guide the state's traffic safety efforts for a three-year or longer period.

The project involved over 100 federal, state, regional, local, and tribal governments, as well as non-profit, advocacy, and business groups. This was the fifth iteration of this 20-year-old plan. The plan adapts and evolves over time, promoting both time-honored best practices, as well as new approaches emerging from technology and social changes.



### KEY ELEMENTS

CONTRACT DATES: Apr 2018 – Sep 2019

CONTRACT VALUE: \$145,000

OWNER: Washington Traffic Safety Commission (WTSC)

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### WORK SCOPE

- **Project Management.** Halcyon brought a rigorous PMP best-practices approach to the management of the project. The team created a charter and a communications plan; meanwhile, monthly reports tracked milestones/deliverables, risks, opportunities, and lessons learned. Halcyon also led the creation of a new Communications Team, which client staff eventually took over and continued past the end of the project.
- **Facilitation.** Halcyon coordinated monthly project team meetings of around 20 people, quarterly steering committee phone-in meetings of around 15 people, and monthly co-sponsor meetings that included around five people. The meeting focuses were providing information, getting groups to give clear guidance for the plan, and clarifying decisions and intended outcomes.
- **Qualitative Research.** Halcyon conducted multiple research studies during the project and provided reports on the outcomes of the research Studies included:
  - User survey
  - Stakeholder interviews
  - Conference event that included in-conference surveys and post-conference customer experience survey
  - Literature review of the other state plans to inform implementation of the plan
  - Survey of local elected officials
- **Writing and Editing.** Halcyon served as lead editors and writers for the strategic plan. They edited chapters prepared by subject matter experts and wrote several chapters. This work focused on standardizing chapter contents, consistently promoting the most useful immediate countermeasures, and finding a common voice. Each chapter explores the cause in depth, examines the data for root causes, and describes the highest-priority interventions for the coming three to five years
- **Conference Planning.** Halcyon planned and facilitated the Partner Meeting, a one-day event designed to share information on key issues, solicit stakeholder feedback, and build a shared sense of purpose for the strategic plan. Over 200 people representing 100 organizations attended the event, which included six breakout sessions on emerging traffic safety topics in Washington State.

The team used a polling tool, Poll Everywhere®, to collect input and share it in real-time with the audience. Halcyon provided a final report showing all input received from the Poll Everywhere® tool and an updated final report detailing how this input had been used to inform the content of the strategic plan.

### RESULTS

- **Strategic Plan.** The Target Zero Plan was signed by the Governor, printed and published. It will be used to set strategy and allocate resources for traffic safety the next three to five years.
- **Priority Goals.** Coalesced coalition leadership around three overarching priority goals to focus on in the next three to five years.
- **Strategic Planning.** Halcyon used goal setting, analysis, and strategy formation to develop the plan. When the project ended, WTSC continued with strategy monitoring and implementation.
- **Group Cohesiveness.** More than 200 people, representing 100 federal, state, regional, local, and tribal governments, non-profits, advocacy groups, and companies contributed to the plan. Halcyon listened, incorporated ideas, and ensured commitment to the plan.
- **Close-Out process.** Halcyon performed a detailed close-out process, including lessons learned, documenting the update process, succession planning, and a retrospective with the sponsors.

