

REGIONAL STAFF COMMITTEE

PRIORITIZATION SUBCOMMITTEE

Thursday, February 9, 2012

12:30 p.m. – 2:30 p.m.

REGIONAL COUNCIL BOARDROOM

1011 Western Avenue – Seattle, Washington

NOTE: *All Regional Staff Committee members are welcome to participate in the Prioritization Subcommittee*

Agenda

- 12:30 a.m. Welcome and Introductions** Steve Butler
- 12:35 a.m. Citizen Comments** Steve Butler
- 12:40 a.m. I. Transportation 2040 Prioritization Project Update** (*presentation: 5 min. / discussion: 5 min.*) Robin Mayhew
PSRC staff will provide a status update on the prioritization project and how it will be blended into the Transportation 2040 Update.
- 12:50 a.m. II. Refining Prioritization Measures** (*presentation: 10 min. / discussion: 60 min.*) Alon Bassok
Robin Mayhew
The Committee will discuss and provide input on the final five measures.
- 2:00 p.m. III. Scorecard Evaluation** (*presentation: 5 min. / discussion: 10 min.*) Alon Bassok
Robin Mayhew
The Committee will discuss and provide input on the scorecard evaluation methodology.
- 2:15 p.m. IV. Transportation 2040 Financial Plan Reassessment** (*presentation: 5 min. / discussion: 5 min.*) Benjamin Brackett
PSRC staff will provide information about the financial update and the re-establishment of the Pricing Task Force. Includes discussion of RSC members serving on this committee.
- 2:25 p.m. V. Prioritization Collaborative Assessment** Robin Mayhew
The Committee will complete a short survey on the Prioritization Process. RSC initially completed this survey in March 2011.
- 2:30 p.m. Adjourn**
- Next Regional Staff Committee Meeting***
Thursday, February 16, 2012, 9:30 a.m. – 12:30 p.m. Note Extended Meeting Time
Topics: Regional Economic Strategy update, Regional Centers Monitoring Report, VISION 2040 Monitoring, Transportation 2040 Prioritization
- Next Regional Staff Committee - Prioritization Subcommittee Meeting***
Thursday, March 15, 2012, 9:30 – 11:30 a.m.
- *Information Item** – Announcement regarding nomination of projects for the VISION 2040 Awards attached.

Thursday, December 15, 2011, 9:30 am to 12:00 pm

Members/Alternates Present:

Steve Butler, Mill Creek – *Chair*
Charlene Anderson, Kent
Russ Blount, Fife
Dan Burke, Port of Seattle
Greg Cioc, Kitsap County
June DeVoll, Community Transit
Bobann Fogard, Snohomish County
Allan Giffen, Everett
Andrew Green, PSCAA

Mark Gulbranson, PSRC
Will Hall, Snohomish County
Jesse Hamashima, Pierce County
Tom Hauger, Seattle
Paul Inghram, Bellevue
Christina Mudgett, Pierce County
Ian Munce, Tacoma
Rob Odle, Redmond
Ron Posthuma, King County

Gwen Rousseau, Bellevue
Eric Shields, Kirkland
Elaine Somers, US EPA
Stacy Trussler, WSDOT
Chip Vincent, Renton
Julie West, Seattle-King Co. Public Health

Others Present (for all or part of the meeting):

Alon Bassok, PSRC
Doreen Booth, Suburban Cities Association
Ben Bakkenta, PSRC
Mike Cummings, PSRC
Chris Endresen, PSRC
Charlie Howard, PSRC
Michael Hubner, PSRC

Stephen Kiehl, PSRC
Matthew Kitchen, PSRC
Sarah Lee, PSRC
Robin Mayhew, PSRC
Ivan Miller, PSRC
Carol Naito, PSRC
Tim Parham, PSRC

Rocky Piro, PSRC
Stephanie Rossi, PSRC
Peter Schmiedeskamp, PSRC
Mark Simonson, PSRC
Jeff Storrar, PSRC
Liz Underwood-Bultmann, PSRC
Jude Willcher, Seattle

- 1) **Welcome.** The Regional Staff Committee was called to order at 9:30 a.m.
- 2) **Citizen Comments.** There were no citizen comments.
- 3) **Regional Technical Forum update.** Gwen Rousseau (Bellevue) provided an update on the December 14 Regional Technical Forum. The RTF addressed both the 2012 PSRC Land Use Forecast products package and Multimodal Level of Service. Gwen remarked that the sessions were well-attended and engaging.
- 4) **Land Use/Demographic Forecast.** Carol Naito (PSRC) provided an update on the 2012 Land Use Forecast products. Staff are preparing the new forecast products package and are engaged in outreach. Carol encouraged all jurisdictions to be involved in the review effort. Staff will distribute information on the public comment period and reviewer workshop to the Regional Staff Committee. The draft forecasts products will be released in late January for comment, and the final release is scheduled for late May. This revised schedule will allow more time for local review and processing comments.

Dan Burke (Port of Seattle) suggested presenting to FAST.
- 5) **Growing Transit Communities.** Ben Bakkenta (PSRC) provided an update the Growing Transit Communities grant. The staff has been working on project initiation and developing existing conditions. The Oversight Committee approved ten community sub-grants focused on public participation. This is the first of four rounds of capacity-building grants. The Oversight Committee will next meet on February 17. The affordable housing committees have been focused on mapping areas of opportunity and considering a regional property acquisition fund for affordable housing around station areas. An existing conditions report will be completed in the March/April timeframe. Ben and the Growing Transit Communities staff will provide regular updates to the Regional Staff Committee and countywide groups.

Seattle recently received a \$3 million grant for additional station area planning through HUD Sustainable Communities - Community Challenge Grant program.
- 6) **VISION 2040 Awards.** Michele Leslie Potter (PSRC) asked for a representative from each county to serve on the VISION 2040 Awards Nominations Committee. The group will meet after the March 15 Regional Staff Committee meeting. Greg Cioc (Kitsap County), Rob Odle (King County), Ian Munce (Pierce County), Bobann Fogard (Snohomish County), and Elaine Somers (EPA) volunteered to serve on the committee.
- 7) **Regional Economic Strategy update.** Chris Endresen Scott (PSRC) provided a brief update on progress towards updating the Regional Economic Strategy. Several background reports will be completed in early 2012, and the Regional Staff

Committee will hear a full update and will have an opportunity to provide input at its February meeting. Staff agreed to share links to the upcoming reports when available.

A committee member asked what impact the update will have on points allocated for industry clusters in this project selection cycle. Charlie responded that the Regional Economic Strategy update won't be complete in time to impact this project selection cycle, and Chris noted that it doesn't look like the industry clusters will change in this update.

8) **Landscape Conservation and Local Infrastructure Program.** Ivan Miller (PSRC) updated the committee on work towards meeting requirements under the Landscape Conservation & Local Infrastructure Program (SB 5253). The presentation can be viewed here: http://psrc.org/assets/7149/rsc_121511_lclip.pdf. Committee members provided several comments:

- A committee member asked if any group has critiqued the legislation or the allocation methodology because there seems to be a disparity between expectations for large and smaller cities. Ivan responded that the legislation has a mix of components, and that the bill sponsors want to test it in practice. Some counties and cities have secured grants to assist with additional analysis and pilot programs.
- A committee member commented that tweaking the methodology wouldn't be needed unless cities feel constrained, given the voluntary nature of the tool. It is doubtful that there will be a clamoring of cities to start right away; start with what you've proposed and go forward.
- Seattle expressed concern with the allocation method. Seattle has more capacity than needed for next 40 years and likely won't see demand beyond its existing capacity to take part in the program and take advantage of TIF. Based on past experience, the allocation would translate into a very large amount of square footage, beyond what is already in place. The city hopes the region will revisit the allocation process to account for capacity beyond the target.

In addition to member comments, Ivan also noted that the eligible cities under LCLIP had met the previous day. At the eligible cities meeting, Seattle raised the same concerns. Responses from the limited number of cities was that they feel like they are in the same situation as Seattle (although a different scale), and noted that beyond capacity that a market may not exist in some of the smaller cities. To achieve the shift Seattle is suggesting has technical, as well as significant, political issues.

- Committee members commented that other cities face the same issues as Seattle – it is hard to generate demand in this market, and given the levels of zoning in many jurisdictions to accommodate targeted growth.
- A committee member commented that Forterra is doing scenario testing that looks very promising for their city. There are issues related to bonding, unless the city purchases the credits – if they do, it could be a predictable financing tool. Purchasing also allows a city to determine where the credits are purchased. Ivan commented that cities could also think about tying the credits to developer agreements.
- A committee member added that, in addition to the capacity issue Seattle raised, is the fundamental issue of market demand. Cities like Everett have capacity, but see a more limited demand. Similarly, on the sending area side, Snohomish has protected a lot of agricultural land and therefore they have a lot of credits to allocate. For a market to work, there has to be demand (which is beyond the control of planning), it has to work for the sellers (what they think is fair) and for the buyers (the developers). All of this requires a stable marketplace – low transaction costs, keep information fluid (more information to buyers and sellers), confidence in the market (fair, fixed rules); constant tweaking will drive investors away. Keep it simple, give it time to work or not work – otherwise we delay learning lessons about what works, and don't impose constraints on the market that have the unintended effect of driving up costs and hurting everyone's program. At the same time, areas with strong market demand, like Seattle, should be able to enter the program.

The GMPB is scheduled to take action on the allocation in January. Committee members should contact Ivan with any additional questions about this process

A committee member suggested convening a subcommittee of the RSC to think about how to address these kinds of questions and make recommendations on regional and local approaches. Ivan responded that staff is open to convening a subcommittee. Some of the comments raised are not in the bill, so it was agreed that the subcommittee did not need to be convened before January action from the GMPB.

- 9) **Airport Land Use Compatibility.** Stephen Kiehl (PSRC) provided an overview of proposed updates to the Plan Review Manual based on the *Airport Compatible Land Use Program Update* report. The presentation can be viewed here: http://psrc.org/assets/7147/rsc_121511_airports.pdf

A committee member asked about timing with regard to plan review updates. Stephen responded that staff aim to have just one major update later this year in conjunction with the bike-ped toolkit. Staff are open to additional review and comment.

Snohomish County may have comments about these requirements in the plan certification process. Stephen asked jurisdictions to contact himself or Rocky with questions or concerns.

A committee member commented that these guidelines focus on consistency with comp planning around new growth. In some jurisdictions, the problem is that existing development is incompatible with airport uses. Stephen responded that there are not many options with existing development but cities should be aware of these issues as they look at additional density or infill around airports. Noise compatibility planning may help address some issues with airport operations.

A committee member commented that the checklist requires steps for documentation and study, which means additional work by planning staff. That is an important policy choice for the region. Steve Butler responded that this decision has already been made – this conversation is just about details.

- 10) **Transportation 2040 Prioritization.** Robin Mayhew (PSRC) provided a summary of direction from the Executive Board and Transportation Policy Board. The presentation is available here: http://psrc.org/assets/7148/rsc_121511_prioritization.pdf

- A committee member asked for clarification on whether completion of the prioritization process will be challenged at the General Assembly. Charlie Howard (PSRC) responded that Transportation 2040 is very clear on the need to develop this process. The direction provided allows staff to continue with the planned evaluation approach, with the results to be wrapped into the 2014 plan update.
- A committee member commented that there was an implicit assumption that the process would be approved by the General Assembly prior to the next plan update and asked if this could be approved at the 2013 General Assembly. Charlie responded that it is possible but that wasn't the direction provided by the Executive Board.
- A committee member asked about the state of good repair work program. Robin responded that staff can send out a summary of that approach. PSRC will be working with staff around the region to develop the data and aggregate a summary of the state of good repair. Staff have already done a survey on assess management and will have additional engagement in the coming months. A committee member asked staff to firm up the outreach plan to allow staff to coordinate and anticipate workload.
- A committee member commented that the goal was to get this completed by 2012, but it doesn't have to be the complete package at the time of the General Assembly. There could be interim steps to phase in prioritization.
- A committee member asked about the status of the upcoming comment period. Staff responded that a designated comment period won't take place in near-term because the Executive Board will not be asking the General Assembly to adopt a product at this time. PSRC continues to take comments on this process. Stephen is developing a summary by topic of the current comments.
- A committee member noted that RPEC is working on criteria for the next funding competition, and countywide funds can be used for local centers as well as regional centers. If we are prioritizing projects based solely on the regional centers, this means we will have projects that do not get into the plan that are eligible for funding. Staff responded that they will reflect on this.
- A committee member commented that the measures still seem to focus on threshold questions. It would be more instructive to talk about degree to which some criteria are achieved. Alon responded that the committee has focused on defining the measures first, and the committee will talk about measurement next.
- A committee member expressed support for language about connecting corridors that connect centers.
- A committee member commented that the centers measure emphasizes planned growth rather than existing development. Alon responded that the intent is to look at the future of centers. This is not about greenfield development, but about supporting centers to accommodate future growth. Staff will look at wording to make that clear.
- A committee member remarked that not all centers are in a position to attract development. The process should consider how to take into account market demand around particular centers.

Robin noted that the Regional Economic Strategy Infrastructure Subcommittee has been discussing how infrastructure can support the economy. They are focused on key freight and mobility actions, and it would be useful to coordinate.

Robin also noted that staff has been working with RSG consultants on a sponsor form. Staff could help schedule a conference call with MTC to share information about their approach. In January, the committee will discuss the remaining five measures.

11) **UPCOMING MEETINGS**

Next Regional Staff Committee - Prioritization Subcommittee meeting is **Thursday, January 19, 2012 (9:30 - 11:30 am)**

The next regular Regional Staff Committee meeting is **Thursday, February 16, 2012 (9:30 a.m. - 1:30 pm - *Extended Meeting*)**. Topics include: Land Use/Demographic Forecasts, Regional Economic Strategy, VISION 2040 Monitoring, Transportation 2040 Prioritization.

Questions: If you have any questions or concerns, please contact Liz Underwood-Bultmann at (206) 464-6174 or lunderwood-bultmann@psrc.org.

RSC DISCUSSION ITEM

- Subject:** **Transportation 2040 Prioritization Update including Measures and Evaluation Approach**
- Issue Summary:** The Boards have requested that the Regional Staff Committee continue work on the nine prioritization measures and the Prioritization Evaluation Approach. To date, the Regional Staff Committee has provided final review on four (Support for Centers, Jobs, Freight and Travel) of the nine measures. RSC work will continue on Prioritization and this effort will be blended into the T2040 Plan Update scheduled for adoption in 2014. See Attachment A for more detail on the T2040 Update.
- Request of the Committee:** At the February Regional Staff Committee meeting, PSRC staff will seek input on the final five measures (Safety, Multi-modal, Equity, Air Quality and Puget Sound Land and Water) and on the Prioritization Evaluation Approach. See Attachment B and C for further details.
- Background Information:** The draft Transportation 2040 prioritization proposal includes a set of nine measures intended to be used to evaluate investments in the long range transportation plan. PSRC's boards, as well as the Regional Staff Committee, have reached consensus on the high-level use of these nine measures, but have requested that the Regional Staff Committee invest more time revisiting the specific measure definitions and questions.
- Committee's Next Steps:** At the February Regional Staff Committee meeting, the committee will be asked to continue work on the Evaluation Approach, including the display of information and a draft set of instructions on how to score a project.
- Subsequent Next Steps:** At the March Regional Staff Committee meeting, the committee will be asked to provide final comments on the T2040 Prioritization Measures and Evaluation Approach as well as to review the sponsor project form.
- Lead Staff:** Robin Mayhew, 206-464-7537, rmayhew@psrc.org
Alon Bassok, 206-464-7091, abassok@psrc.org
- Attachments:**
- A) Transportation 2040 Update for 2014
 - B) T2040 Prioritization Draft Measures
 - C) Scorecard Display Examples

Transportation 2040 Plan

2014 Update

Draft Approach: January 27, 2012

Background

Federal regulations specify that Metropolitan Planning Organizations that are designated air quality non-attainment or maintenance areas (MPO) shall update their metropolitan transportation plans (MTP) every four years. Transportation 2040 was adopted in May of 2010 and is scheduled to be updated in the spring of 2014. In addition to these requirements, changes have occurred since the plan was adopted. Specifically, most of the data used to develop the plan utilized data from 2006 and since then, we have experienced a major recession that has impacted transportation revenues. Also, PSRC has initiated a major project prioritization that is now scheduled to be integrated with this plan update process.

Approach to Update

The 2014 update to Transportation 2040 is proposed to be a minor update to this plan and be within the framework of the existing Environmental Impact Statement (EIS). This effort will include the retention of the framework of the current plan, including supporting the adopted regional growth and economic objectives through an integrated mobility, environmental and financial strategy.

The general approach to this update will involve developing background data, identifying key issues to be addressed and responding to these issues through modifications to the Transportation 2040 plan documents. This process will involve the existing PSRC staff committees and boards and public involvement processes, to secure agreement on the proposed changes to the adopted plan. The only changes currently recommended to the established committee structure are the continuation of the Prioritization Working Group and the reconstitution of the Pricing Task Force.

The Regional Transportation Plan is ultimately the responsibility of the Puget Sound Regional Council's Executive Board and General Assembly. To promote ongoing involvement in the update process, board action is proposed to occur at three key steps, called *key decision points*. The decision points will include approval of the:

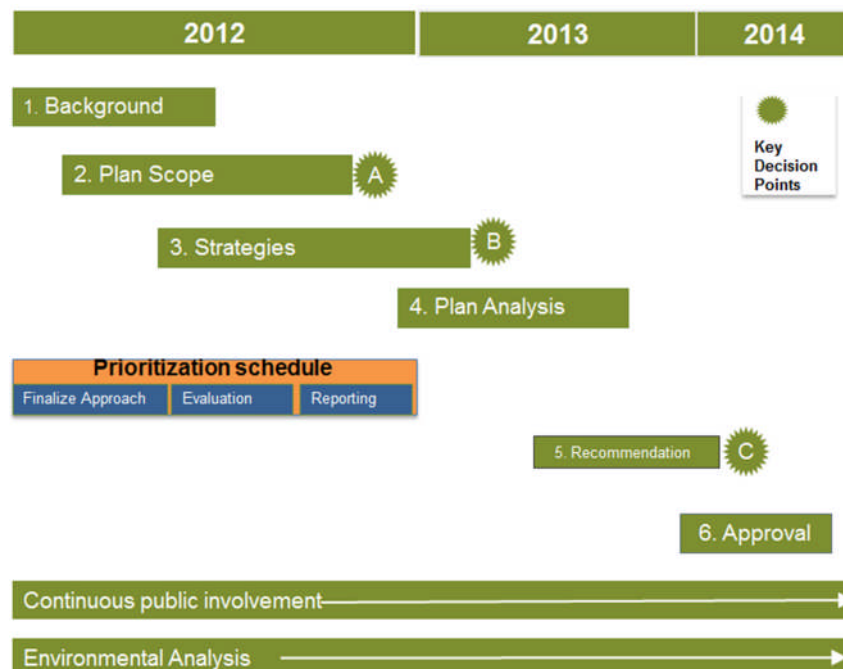
1. Scope: The scope of the plan update that will define the focus and limit the range of the issues that will be analyzed.
2. Strategies: The strategies that will be considered in the update process.
3. Recommendation: The recommendation that will be forwarded to the General Assembly for adoption.

Because of the minor nature of this update, the number of issues and the level of analysis will be limited to completing ongoing work items, meeting statutory obligations, and focusing on a few key issues that have emerged since the major update in 2010. These issues will potentially include:

- 1) Project Prioritization:
 - a. Complete project prioritization effort as directed in Transportation 2040
 - b. Develop a mechanism for identifying regional preservation needs at the local level and funding needed improvements as the highest priority in Transportation 2040.
- 2) Coordinated Transit and Human Services Plan: Required to be updated every four years.
- 3) Commute Trip Reduction (CTR) Program: Required to be updated to include TDM work.
- 4) Bike/Pedestrian: Further define and amend as needed the regional network.
- 5) Growing Transit Communities: Issues that are identified through this planning process.
- 6) Rural Transportation Strategy: Develop a transportation strategy for the rural areas of the PSRC region that are consistent with the VISION 2040 and Regional Economic Strategy objectives.
- 7) Air Quality: Address non-attainment issues.
- 8) Funding Strategy: Update the regional transportation funding strategy based on the most current information. This will include addressing the critical issues of transit and ferry funding needs.
- 9) Other: Other issues as identified in the scoping process.

Schedule

The conceptual schedule for this process includes six major tasks plus the Prioritization work and must be completed in the spring of 2014. It is assumed that General Assembly action will be required.



Task Breakdown Summary

The following work task breakdown is designed to represent primary tasks only. Additional more detailed sub-tasks are to be developed. Because of the changing environment (new legislation, decisions related to key projects and programs) it is likely that this process will be modified and updated as the plan update proceeds

Task #	Task Description
1	<p>Background: Organize the program, establish an agreed upon approach to the update and supporting background information for the plan update:</p> <ul style="list-style-type: none"> • How is the PSRC going to approach this minor update and integrate in the remaining work on prioritization? • How has the region grown over the last several decades and since the last plan update (2006 data), including what are the implications of the recent recession and new growth and economic forecast? This will be divided up into 4 areas that follow the framework of Transportation 2040: <ul style="list-style-type: none"> • Growth and the Economy • Mobility and Congestion • Environment • Finance <p><i>Product: This task is designed to reach agreement on the approach and background information that will be used in this update and will include:</i></p> <ul style="list-style-type: none"> • At least 4 presentations to the Transportation Policy Board • A summary presentation to the Executive Board • Various committee and organizations presentations • A Background Memo
2	<p>Scoping: Define the limits of the plan update process.</p> <ul style="list-style-type: none"> • Why are we doing the update? • What major topics should be covered and at what level of detail? • What level of environmental review should be conducted? <p><i>Product: A memo and Executive Board action (Key Decision Point 1) defining the scope of the update.</i></p>
3	<p>Proposed Updates: Based on the agreed upon scope of the update and list of issues what proposed changes should be analyzed?</p> <ul style="list-style-type: none"> • What new projects and programs should be considered? • How should projects and programs be packaged and analyzed? • How will the outcome of the prioritization effort be included in the plan?

	<p><i>Product: A document that includes a list and description of the potential changes, including prioritization, to Transportation 2040. This document will be reviewed by the appropriate committees, include a recommendation from the Transportation Policy and be approved (Key Decision Point 2) by the Executive Board.</i></p>
4	<p>Analysis: Analysis of proposed changes:</p> <ul style="list-style-type: none"> • How do the proposed updates perform based on the criteria and measures? • What are the potential other growth environmental and economic impacts of the proposed changes? <p><i>Product: A document that describes the impact of the proposed changes. The document should include text and graphics that allow easy comparison to the existing adopted plan.</i></p>
7	<p>Recommendation: Based on the analysis what proposed changes should be made to Transportation 2040?</p> <p><i>Product: A recommendation document that clearly shows what section of Transportation 2040 and appendices will be changed. This document will be reviewed by the appropriate committees, include a recommendation from the Transportation Policy and be approved by the Executive Board (Key Decision Point 3).</i></p>
8	<p>Approval Process: This task is designed to support the General Assembly (GA) in Spring of 2014 of any updates to Transportation 2040.</p> <p><i>Products:</i></p> <ul style="list-style-type: none"> • Complete the appropriate GA report and environmental documentation. • Develop appropriate Resolution.
	<p>Environmental Analysis: The PSRC SEPA official will determine the appropriate level of environmental review and documentation.</p>
	<p>Public Involvement: The agency will conduct an ongoing public involvement program, including Special Needs and Environmental Justice outreach. It is assumed that this effort will be focused on the Key Decision Points in this process.</p>

Budget: TBD

Transportation 2040 Prioritization Draft Measures January 3, 2012

THE FOLLOWING FOUR MEASURES WERE REVIEWED BY THE REGIONAL STAFF COMMITTEE IN NOVEMBER 2011:

Support for Centers

This measure addresses the extent to which projects support existing and new population and employment in centers. In addition, the measure addresses the extent to which projects support transit oriented development, development of housing in centers, accessibility to/from/within the center, and compatibility with the character of the community in which it is located.

- Does the project serve or benefit a regional growth center or manufacturing/industrial center? (Movements in, to, or between centers) YES/NO/NA
 - If no, does the project serve one or more centers in a manner which results in population and/or employment growth in the center(s)? Is the project within the urban growth area?
 - If yes, does the project support circulation for all users within the centers?
- Does the project advance transit-oriented development within a designated regional growth center and/or high-capacity transit station area (outside of centers)?
- Is the project designed at a scale and in a manner (in terms of land use) that is compatible with the future planned growth of the community in which it is located?
- Does the project support housing planned for one or more regional growth centers?

Jobs

This measure addresses the extent to which projects support existing and new businesses and job creation.

- **Does the project support the retention or expansion of existing businesses, new businesses, and family-wage job creation?**
- Does it support established and/or emerging industry clusters as identified through the Regional Economic Strategy?
- Does the project support access to educational, arts, and cultural activities?

Freight

This measure addresses the extent to which projects provide benefits to freight users of the transportation system (travel time, reliability and operating costs) as well as a reduction in conflicts with other modes of travel.

- Does the project improve travel time, reliability, and efficiency for freight haulers (all freight modes)?
- Does the project reduce conflicts between freight and other modes (trucks and cars, passenger and freight trains, etc)?
- Does the project serve a main freight corridor (e.g. heavy tonnage route)?
- Does the project provide access to national and international markets for export-oriented products and services?
- Does the project support appropriate planned development in Manufacturing and Industrial Centers?
- Does the project address last mile and/or local/regional distribution?

Travel

This measure addresses the extent to which projects provide specific benefits users of a potential project might gain from. The specific units vary by investment category. For example, for bicycle investments, the benefits include health improvements, safer and better routes, and increased choice in travel options. For highway projects, the benefits would include congestion reduction, travel time and reliability improvements, and improve system performance.

For roadway projects:

- Does the project manage existing demand and congestion, and reduce congestion in the long term?
- Does the project improve travel time?
- Does the project improve reliability?
- Does the project improve system performance and efficiency?
- Does the project widen or expand rural facilities?
 - If no, is it designed at a scale and in a manner that is compatible with the community in which it is located?
 - If yes, are access limitation controls in place, as well as land use regulations to prevent conversion to urban-type development?
- Does the project also improve transit and/or bicycle and pedestrian facilities, and use of those modes?

For transit projects:

- Does the project support alternatives to driving alone?
- Increase the proportion of trips by modes other than driving alone?
- Improve headways, length of service (duration), or reliability?

For bicycle and pedestrian projects:

- Does the project improve opportunities for walking, biking, and using transit?
- Does the project support the development of a more pedestrian-friendly and transit-oriented community?
- Does the project increase opportunities for physical activity? (active living)

THE FOLLOWING FIVE MEASURES WILL BE THE FOCUS OF DISCUSSION AT THE JANUARY RSC MEETING

Safety

This measure addresses the extent to which projects provides for safer travel and a likely reduction in fatalities or serious injury.

- Does the project support safer travel by all modes and a likely reduction in fatalities or serious injury to drivers, passengers, bicyclists and pedestrians?

Multi-Modal

This measure addresses the extent to which projects provide access to existing or new mobility options and alternatives to driving alone. The measure also considers reductions in vehicle miles of travel and improved connections between modes of travel.

- Does the project reduce Vehicle Miles of Travel through demand and system performance?
- Does the project improve mobility through alternatives to driving alone?
- Does the project improve connections between modes of travel, especially for bicyclists and pedestrians accessing transit?

Equity

This measure addresses the extent to which projects improve mobility and/or reduce negative impact to minority, low income, elderly, children, disabled and non-vehicle owning populations, and whether they support the development of affordable housing.

- Does the project improve mobility and access (proximity, affordability) for all residents?
- Does the project avoid, mitigate or eliminate a previous negative impact for the following populations
 - Minority
 - Low income
 - Elderly
 - Children
 - Disabled
 - Households without vehicles
- Does the project support the development of new affordable housing?

Air Quality

This measure addresses air related environmental issues. More specifically, it includes greenhouse gas, criteria pollutants and mobile source air toxics emissions as well as the potential shifts towards cleaner fuels.

- Does the project reduce greenhouse gas emissions?
- Does the project help meet, or do better than, established health-based air quality standards?
- Does the project use less energy, alternative energy, or cleaner fuels?

Puget Sound land and water

This measure broadly addresses land and water related environmental issues, including stormwater, hydrological function, critical areas and habitats, and the construction practices and materials in projects.

- Does the project restore, protect, or improve ecosystems?
- Does the project minimize critical area and habitat loss, alteration and fragmentation?
- Does the project improve drinking and surface water quality by improving hydrological functions and/or reducing stormwater runoff?
- Does the project utilize environmentally sensitive construction practices and/or materials?

TRANSPORTATION 2040 PRIORITIZATION SCORECARD - HIGHWAY PROJECT EXAMPLE

I-405 widening (SR 169 to I-90)	TRANSPORTATION 2040 PRIORITIZATION SCORECARD - HIGHWAY PROJECT EXAMPLE									
	SUPPORT FOR CENTERS	JOBS	FREIGHT	TRAVEL	SAFETY	MULTI-MODAL	EQUITY	AIR QUALITY	PUGET SOUND	SCORE
Original scorecard/ report card	1 	2 	2 	2 	0 	0 	1 	-1 	0 	7
Pie Charts										7
Dollar	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Bubble										
Color Gradient										
Scoring symbols:										
Original scorecard/ report card	 beneficial	 somewhat beneficial	 neutral			 somewhat detrimental		 detrimental		
Pie Charts	 beneficial	 somewhat beneficial	 neutral			 somewhat detrimental		 detrimental		
Dollar	\$ informed by model results					\$ informed by other sources				
Bubble	beneficial			neutral			detrimental			
Color Gradient	 beneficial	 somewhat beneficial	 neutral			 somewhat detrimental		 detrimental		

RSC DISCUSSION ITEM

- Subject:** **Transportation 2040 Financial Plan Reassessment**
- Issue Summary:** In addition to Federal regulations that require Transportation 2040 be updated by spring of 2014, the plan was developed using data from 2006. Since that time a number of changes have occurred in the region, notably the significance of the “Great Recession” impacting the ability for the region to finance and implement transportation projects and services. As one element of the Transportation 2040 update, PSRC will revisit the adopted financial strategy. Elements of this work will include incorporating the latest financial data and economic forecast information, evaluating progress on implementing the existing financial plan, and thinking about new ways in which to enhance it. This work will be carried out by the Pricing Taskforce (PTF), a sub-committee to the Transportation Policy Board, with updates provided to appropriate advisory committees on an ad-hoc basis.
- Request of the Committee:** If the Committee chooses, the Pricing Taskforce has invited the Regional Staff Committee to select one or two representatives to serve as liaisons between these two groups. These individuals will be responsible for attending PTF meetings and reporting back to the Regional Staff Committee throughout the plan update process.
- Background Information:** Recognizing the importance of roadway pricing in the future of transportation finance, the Transportation Policy Board established the Pricing Taskforce in 2007 to guide the development of user fee elements for Transportation 2040. PSRC is reconvening this committee and broadening the scope of its work to guide the update of Transportation 2040’s financial strategy. This group will engage in detailed discussions on topics such as impacts of the economic downturn on transportation finance, new regional economic forecasts, future current law revenues, and potential new sources of funding for the 30-year strategy.
- Committee’s Next Steps:** Discuss and identify one or two representatives to serve as liaisons to the Pricing Taskforce (PTF).
- Subsequent Next Steps:** The Pricing Taskforce will be reconvened in spring 2012, initially meeting every other month. The first agenda items will include background information on the current state of transportation finance, updated economic forecast information, and a recap of what is included in the financial element of Transportation 2040.
- Lead Staff:** Benjamin Brackett, 206-971-3280, bbrackett@psrc.org
Mike Cummings, 206-464-6172, mcummings@psrc.org

Collaboration Assessment - Results

Name:
 Description:
 Date: 01/24/2012 at 07:45AM

Stakeholder Communication	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
I am able to clearly articulate key messages with decision makers.						X
I am able to communicate the appropriate messages at the appropriate times and to the appropriate people.						X
I understand the process required to communicate my message.						X
I have ample opportunity to make my voice heard.						X
The input I provide has an influence on the decisions made by formal decision making partners.						X

Stakeholder Understanding	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
I understand the decision making process, the proposed plans, and the purpose of the plans.						X
I have access to the information I need to make informed choices						X
I understand the process I can use to influence the decision making process.						X
I understand my role in the decision making process.						X
I understand the roles of others (other stakeholders, decision makers) in the decision making process.						X
I receive feedback on the decision making team's status and decisions made.						X
I understand how the decisions made will affect my special interest.						X

Stakeholder Commitment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
I have a high level of individual commitment to the process and the outcomes of the decision making process.						X
I am able to consistently participate in the process and represent my interest throughout the decision making process.						X
There is a formal group available to support my needs during the decision making process						X
I have been able to engage with others of similar interest throughout the process.						X
I am able to identify, recognize, and accept interests of others and work from common interests.						X

Stakeholder Communication

Collaboration Measure: No Data Entered

Strategy

Potential Risks

Inadequate or poor communication often leads to the omission of critical information that is necessary to make key decisions and/or information not being integrated into the decision making process at the right time. Poor communication also undermines stakeholder buy in. When stakeholders do not feel "heard" or are not provided with feedback on decisions that are made, they often become frustrated and adversarial. The result of poor stakeholder communication is often re-do loops or stalled projects.

Questions to Consider

- Why are stakeholders having difficulty communicating?
- Do stakeholders have the means to communicate with decision makers and with each other?
- Do stakeholders have the necessary information required to communicate?
- Do decision makers understand and accept the information and messages being communicated by stakeholders?

Things You Can Do

The riddle "if a tree falls in the woods and no one is around to hear it, did it make a sound?" sums up the central challenge with communication. Communication is not about the amount of information that is shared; it is about knowing who needs what information at what point. It is about managing the key messages that each recipient receives.

The ability for stakeholders to effectively communicate with others in the decision making process is critical if they are to be successfully included. There may be several reasons for ineffective stakeholder communication. Some of these are listed below. Strategies that may be used to address these issues are provided as well.

- Key messages are not clearly articulated with decision makers.
- Input provided does not influence or is not considered by formal decision making partners.
- The appropriate messages are not communicated to the appropriate people and at the appropriate time.
- The process required to communicate the message is unclear.
- The opportunity to communicate the message does not exist.
- The means for communication are not effective.

Key messages are clearly articulated

A critical aspect of effective communication is to ensure that the message intended for the audience is clearly articulated and easy to understand. There are a few key points to consider when articulating an important message. First, be prepared. Begin by having a thorough understanding of the audience needs and how these needs may affect your position. Document key points you would like to present and brainstorm potential questions and reactions you might expect to hear and how you will answer or mitigate them. It is essential that the message accurately describe the central issues in clear and concise terms. The more verbose and complex your message is, the more likely it is that the audience will misinterpret the central points. The more concise the message, the higher likelihood you will eliminate confusion amongst your audience leading to everyone coming to the same conclusion. In general, it is always best to arrange your thoughts in an outline first. It is relatively easy to lose your central points when you just begin by writing pros. Be sure your outline is organized according to topics, and that a central theme is woven throughout the topics. Do not allow jargon to detract from the relevant information the decision makers are interested in. Focus on the main points of the message. Make sure to always ask decision makers if they understood the message. If they do not, find out the particular points that were unclear and address them immediately.

Input does not influence decisions

Assuming the key messages are clearly articulated and understood by the decision makers, the next challenge may be ensuring that the key message resonates with decision makers. Key messages must be both clear and compelling. Any good marketing person will say that in order for messages to be compelling and influential you must speak directly to the needs of the consumer. The same is true when attempting to influence decision makers. Always begin by carefully assessing what the major needs of the decision making team are, and which issues are of particular interest. Next, organize your key messages around these needs and be sure to address the most critical needs early in the presentation. It is essential to present your key points in a manner that is deemed credible, thoughtful, and logical to the decision makers. Even if the stakeholders point of view is contrary to the current thinking within the decision making team, a well thought-out argument can still influence the outcome. The argument must demonstrate that all relevant information has been considered, and that specific concerns of the decision-making teams have been taken into account. All arguments presented must provide substantial support on why it is important to consider the presented argument, the intended result, the impact it will have on the project, and the consequences of not considering proposed arguments.

The appropriate messages are not communicated to the appropriate people at the appropriate time

Once the intended message to be communicated is clear and well thought out, the message must be presented to the appropriate people and at the appropriate time. It is important to be strategic not only with what is said, but also with whom it is said to. Stakeholders must understand who their audience is, when they may address the audience, and what drives the audience's decision making. The first requirement in communicating to the right people at the right time is understanding the process, which is discussed in more detail under #4. Once the process is understood and stakeholders know when the opportunity to communicate is present, they must devise a communication strategy in order to effectively carry out the communication. A good communication strategy will ensure that the items discussed above are adequately covered. The key to any communication strategy is to clearly identify the key messages that need to be communicated and the barriers that are currently preventing effective communication. These barriers may include access to information, timeliness of information, behaviors of the communicators, biases of the target audience, and/or the channels through which communication flows. The communication strategy will identify when and where stakeholder communication will occur. When devising a communication strategy, consider the following questions

- What communication is necessary, how much of it should there be, and when should it take place?
- What are the specific messages that must be communicated, and how are different decision makers likely to respond to these messages?
- Where and how will the stakeholders communicate and what media will be used?
- What are the roles that are necessary for effective communication to take place, and who will fill each role?

Develop a strategy that will determine the appropriate channels through which to relay this information in a way that will resonate with the intended audience. It is essential to include an evaluation component at the end of this process so that the Communication Strategy can be constantly adapted to changing scenarios.

The process of making a Communication Strategy is as follows:

Communication Strategy Planning Process

Step	Consideration
Work Component	Which part of the process requires stakeholder communication? Why?
Messages	What messages need to be delivered to which people?
Audience	Who needs to be reached?
Behavior	What changes in behavior are required?
Channels	Which channels of communication will be most effective in reaching your audience?
Codification	How can this strategy be written in a way to ensure that it is followed by all stakeholders?
Evaluation	How will the success or failure of the communication strategy be measured?

Once a communication strategy has been developed, the plan must be implemented, sustained and evaluated. Continuously scan the environment to see what changes have taken place which could ultimately subvert the communication efforts and adjust the communication strategy as needed to respond.

Unclear process

To develop an effective communication strategy, stakeholders must have a clear understanding of the decision making process itself. The transportation decision making process contains many key decisions. In order to be effective, a stakeholder must understand where the decision making team is in the process, which key decisions are being considered at a given time, and when is the most appropriate time to provide input to the decision making team on specific stakeholders interests or issues. The stakeholder must remember that the final outcome of the decision making process is a transportation plan, funding program, or improvement project. The stakeholder needs to clearly understand the overall purpose of these outcomes. To do so may require attending meetings, personal research, and a willingness to dialogue with decision makers to gain more insight.

Opportunity does not exist

Before stakeholders assume that there is not sufficient opportunity to communicate their needs and messages, they should make sure that they understand the overall decision making process (Unclear process) and the opportunities for communication outlined in the public involvement plan. If they still feel there is not enough opportunity to present their key messages, they must consider what actions are within their control. They may be able to take corrective steps themselves, for example, stakeholders may decide the opportunity is available, but does not meet their schedule or timeline. If this is the case, it may be beneficial for the stakeholder to identify additional stakeholders who can attend and deliver their messages. However, if the overall stakeholder involvement process does not provide sufficient opportunity, stakeholders should voice their concerns with the decision makers through various correspondences such as letters, email, phone calls. Supporting information for stakeholder communication is available from the agency responsible for the process; for example, the state DOT or a metropolitan planning organization. Stakeholders should express why they feel the opportunities to communicate are not available or sufficient and the associated impact.

The means for communication are not effective

Effective communication is not easy. The most important thing for any team member to understand about communication is that it requires all those participating to understand the best means for communicating with any one individual or team. Each individual and each team has a communication style preference. For example, some individuals are best reached by telephone because they either rarely check their e-mail or are receiving so many messages they can be easily lost. Others need to document communication for their files and, therefore, prefer email. Teams also have communication style preferences from formal requirements for written materials to relatively informal "let's talk." Stakeholders should take the time to find out what communication mechanisms or styles are preferred by the individual or group they are addressing and adjust their communication strategy accordingly. If this cannot be determined up front, a broad array of communication mechanisms is necessary.

How the Decision Guide Can Help

The Decision Guide identifies each key decision where stakeholder input is essential to support a collaborative process. The [Stakeholder Collaboration](#) application provides this information. At each key decision requiring stakeholder engagement there are questions that decision makers will use to gather and incorporate stakeholder information. These questions may help you develop both key messages and strategies for communicating them.

Stakeholder Understanding

Collaboration Measure: No Data Entered

Strategy

Potential Risks

When stakeholders do not have a clear understanding of the decision making process they are unable to engage at the right times with the right people and provide pertinent information. In this situation there is a risk that essential information will be unavailable to decision makers and/or not available at the right time to inform key decisions. When decision makers become aware of stakeholder interests and information too late, the result may be decisions that must be revisited resulting in stalled projects or re-do loops.

Questions to Consider

- Which parts of the decision making process and/or the proposed plans is the stakeholder unclear about?
- Why does this confusion exist?
- Is role confusion being caused by a lack of structure or by reluctance on the part of participants to act within their role?
- How frequent and useful is the feedback to stakeholders?
- Why doesn't the stakeholder understand the outcomes of the decision making process?

Things You Can Do

In order for stakeholders to work effectively within the decision making process, they must have a clear sense of how the process works, how to best work within the process, and how to ensure that they are sending and receiving timely information. There may be several things that affect stakeholder understanding.

- A lack of knowledge about the decision making process.
- A lack of information that can be used to make informed choices.
- A lack of clarity about individual roles within the process.
- A lack of feedback to stakeholders.
- A lack of understanding about the ultimate impact decisions will have on stockholder interests.

There are several things that may be done to address the above concerns which are detailed below.

A lack of knowledge about the decision making process

In order to be effective, a stakeholder must understand where the decision making team is in the process, which key decisions are being considered at a given time, and when is the most appropriate time to provide input to the decision making team. The transportation decision making process contains many key decisions and these decisions are made by different groups at significantly different points in time. The stakeholder must understand that the while the final outcome of the current decision making process is an individual transportation plan, funding program, or improvement project decisions made during previous planning cycles have laid the foundation for the options or alternatives that are being currently considered. To be most effective, stakeholders should understand the general foundation that has been established in prior decision making as well as the overall purpose of the current decision making. To do so may require attending meetings, personal research, and a willingness to dialogue with decision makers to gain more insight.

A lack of information that can be used to make informed choices

In order to increase stakeholder understanding, it is essential that stakeholders have access to current and relevant information. Within the transportation decision making process, each key decision relies on technical data and other credible sources of information. Stakeholders should become familiar with the decision points, understand the specific decision being made at that point, and provide additional relevant information to support their interests if it is not currently being considered by the decision makers. If stakeholders are unable to access the information being used to support the decision makers' deliberations, they should contact representatives of the agency leading the process such as the state DOT or metropolitan planning organization.

A lack of role clarity

When stakeholders and team members don't understand or accept their roles and/or the roles of others, this can lead to significant gaps in communication and efficiency. As a result, clarification of roles and responsibilities should be incorporated into the initiation phase of any project.

There are many reasons why roles may become unclear as a project progresses. It is essential to understand these underlying reasons if there is any hope for addressing the root causes. The reasons may include: 1) Stakeholder roles and expectations are not clearly defined; 2) Stakeholders do not accept their roles and responsibilities; 3) Individual stakeholders do not respect the roles and responsibilities of decision makers; 4) Stakeholder roles do not align with their strengths, interests, or desired level of involvement; 5) Stakeholders do not see how their actions impact the team goals. Here are some ways to overcome these challenges.

1. First, it is imperative that stakeholders understand the "what, when and how" of working with decision makers—i.e. their role in decision making. The public involvement plan should not only detail the opportunities for reaching out to stakeholders and the public, it should also outline the stakeholder input gathering questions that will be asked and a short description of how the decision makers will use that information (see Decision Guide).
2. Transportation for Communities assumes that stakeholders are collaborative participants in the decision making process. In this collaborative method, it is important that stakeholders not only understand their role, but that they accept this role and the associated responsibilities that go with it. Stakeholders are more likely to accept their role if it is aligned to their needs and interests. Decision makers and stakeholders need to communicate about roles and responsibilities in order to foster understanding and acceptance. They also need to communicate their expectations about the most effective ways to engage with one another. A two-way communication between decision makers and stakeholders supports a full understanding and acceptance of roles.
3. In order to produce the most effective team and to ensure role clarity and acceptance, it is important to consider participants interests. This is true for stakeholders as well. To do so, you must first have a mechanism for gathering information about their interests and ways in which they can be involved.
4. Finally, it is important that stakeholders are able to see how their actions impact team goals. If stakeholders can not see the impact of their actions, they will be less likely to accept and continue with their role. When decisions are made in response to stakeholder input, it is essential to report this back to engaged stakeholders. It is also important to communicate why different decisions were made that appear to conflict with the desires of stakeholders. When provided clear and meaningful information about a decision reached, stakeholders may be able to more easily accept the outcome. If they feel that "sometimes they win, sometimes they lose", there is support for concepts like coming to consensus and collaboration. If stakeholders believe that their information does not really matter, decision makers should take the time to discuss this.

As the project gets underway, be sure to provide continuous feedback on stakeholder participation and support of the goal. It is important to understand that role clarification can be an iterative process that can change throughout the lifecycle of a process.

A lack of feedback to stakeholders

Studies of the underlying causes for performance issues within groups typically show that a lack of feedback is the most common cause of performance problems. Feedback should be provided to stakeholders on several levels. First, they should be provided feedback on the quality of the inputs that they submit to the decision makers, including how credible the information they provided was. Next, they should receive feedback on how their recommendations were perceived by the decision makers and how the decision makers will use it. For example, was the input compelling, or did it lack the clarity of thought and documentation necessary to warrant serious consideration? Finally, they should receive feedback on their personal interaction style with decision makers. Even a great message can fail to influence decision makers if it is not delivered in a constructive and professional manner. Group dynamics are essential to collaborative decision making, and therefore the stakeholders must be able to work constructively with the decision making process. If stakeholders are not receiving the feedback necessary to ensure constructive performance, they should seek this feedback from staff members leading the process. In most cases there are identified individuals responsible for ensuring stakeholders are engaged.

A lack of understanding about the ultimate impact decisions will have on a stakeholder's special interests

We all see the world through a certain lens. When advocating for a specific position, it is often difficult to understand the full spectrum of ramifications that this position might have. Decision makers must look at the broader picture when they are evaluating the possible choices they can make. Therefore, to be most effective, stakeholders should strive to present and describe their position through this broader perspective. Each decision will have an effect on multiple concerns, and often there is not a single best choice. To be effective, stakeholders must be able to assess these interdependencies and include in their argument a clear description of why their position is justified despite other positive or negative consequences which may occur.

How the Decision Guide Can Help

Stakeholders are a key member of a collaborative decision making process, and therefore need a strong understanding of the key decisions and their roles within the process. The [Stakeholder Collaboration](#) application provides the identification of those key decisions that specifically require stakeholder input. [Decision Guide Basics](#) provides an overview of overall transportation decision making that can help stakeholders understand the "what, when and how" of transportation decision making so that they can provide the right input at the right time. In addition, the Decision Guide provides information about the formal partner roles during that occur during the decision making process. This can help stakeholders understand which agency or partner is making or influencing decisions at each key decision. Finally, the Decision Guide provides a detailed list of questions with associated data that will be considered at each key decision. This can help stakeholders understand what information decision makers have available to them already and what is missing that may be relevant to the stakeholders specific issues and interests.

Stakeholder Commitment

Collaboration Measure: No Data Entered

Strategy

Potential Risks

When stakeholders are not fully engaged in transportation decision making in an ongoing and collaborative way, there is a risk that the end product will not be accepted. Stakeholders generally have strong emotions invested in the decision because it will have the greatest direct impact on them. If the interests of these individuals are not gathered and incorporated throughout the decision making process, they will often react negatively to the final outcome. To continue to support a project or plan stakeholders must also understand both the decision making process and the actual decision made. Without this two-way communication it is difficult to make decisions that stick.

Questions to Consider

- What is preventing stakeholders from committing to the process?
- What is preventing stakeholders from collaborating with each other?
- Do stakeholders understand and agree with the process, goals, and outcomes?
- Are other priorities preventing consistent participation in the process?
- Are there internal conflicts that exist between stakeholders?
- Do stakeholders identify and take advantage of common interests?

Things You Can Do

In order for stakeholders to have a positive impact on the decision making process, they must be committed to the process and they must collaborate well with others. There may be several things that may negatively affect stakeholder commitment and collaboration. Some possible challenges are listed below. Strategies to help meet these challenges are provided in the following sections.

- Individual stakeholders do not have a commitment to the process and outcomes.
- Stakeholders are unable to consistently participate and represent their interests.
- There are no formal groups or others with similar interests available to support stakeholder needs and interests.
- Stakeholders do not identify, recognize, and accept the interests of others or work towards common interests.

Stakeholders with individual commitment

In order for stakeholders to influence the decision making process, they must possess a high level of individual commitment and buy-in to the process, goals, and outcomes. Stakeholder

commitment refers to the individual meaningful reasons that drive a person towards investing their ideas and energy into advocating for a position on an issue. The first (and perhaps most essential) element in creating stakeholder commitment is a deep-seated belief in the outcome of the project. The stakeholder must come to the conclusion that their position (or their organization's position) related to a project outcome is important and must be supported in order to reach an acceptable outcome. Coming to this conclusion requires careful research, discussions with similarly minded people, and education around the core issues that support their position. In addition, it is essential that stakeholders believe their interests are valued and that they will have sufficient opportunity to present them. While most of these activities are self-directed by the individual stakeholder, any support that can be given to them during the process, will help to facilitate the commitment process.

The second element that must be considered for stakeholder commitment is passion for the position. There are many things that we believe in but never become passionate about (e.g., we may believe in being charitable, but are not passionate about giving.) Again, passion can not be instilled in an individual, but can be acquired over time as the stakeholder becomes convinced that if important positions are not seriously considered, the outcome of the project could be detrimental. Passion is also driven by a sense that the stakeholder sees themselves as being part of something "bigger" than just their own interests. For example, their interests may be centered on preventing land takes, but they may also identify with the larger impact that a new project could have on community health.

Along with a strong believe in the project and passion for a position, stakeholders must also have the mental energy to participate. All people are limited in the number of issues they can grapple with at a time, and therefore must make a choice about which issues to invest their time and energy. To have true commitment, the stakeholders must prioritize their position on a project above other priorities. Again, this is a personal decision, but in general the more knowledge they have of the issues and the planning process, the more likely they will place high-importance on commitment. Finally, in order to sustain stakeholder commitment, they must continuously see a benefit for themselves and for others in their group. This is described in more detail below.

Stakeholder participation

Assuming a stakeholder is committed to the process and the outcomes, there are other factors that must be addressed in order to ensure consistent and active participation in the process. Stakeholder participation involves attendance at meetings, active listening, and providing thoughtful feedback to decision makers. In addition to the personal factors of commitment described above, there are multiple external factors that effect a stakeholder's participation. To begin with, a stakeholder must have ample time to prepare for, attend, and participate in meetings. Just like mental energy, physical time to participate typically comes down to a question of priorities.

To help sustain stakeholder's commitment, it is helpful if stakeholders receive appropriate recognition (and perhaps even rewards) for their participation. It fosters the continued belief that participation is valued by decision makers and, therefore, beneficial to the individual and/or their group. Practitioners should find ways to support the stakeholder's participation, and to demonstrate that their efforts are appreciated and that their interests are important.

Finally, accountability plays a major role in participation. If there are no consequences for not participating, it is unlikely that commitment will be sustained over the long-term. If stakeholders understand when their participation is needed to support a key decision, they are more likely to make an effort. The consequence of not participating is most often a narrowing of their choices in the final outcome. Ongoing opportunity to participate offers stakeholders both an education of the process as well as an incentive to stay engaged.

Availability of formal groups or others with similar interests

In order for individual stakeholders to have an impact on the decision making process, it is helpful if they can associate themselves with formal groups that share their same point of view. In general, "the voice of many" is always more influential than "the voice of a few." A formal group might include a neighborhood group, an environmental group, or an economic development council. Association with formal groups allows a stakeholder to gain important perspectives on an issue and to refine their approach and messages. There is always "power in numbers" and therefore these alliances greatly increase the likelihood that a compelling message will be conveyed to decision makers. When seeking out formal groups, there are several things for the stakeholders to consider.

First, the stakeholder needs to be very clear on what the core issues are that they want to build advocacy around. While there may be several issues, it is critical to narrow it to a few core issues that will resonate with other formal groups. This will make it much easier to identify the specific formal groups that share a similar view of the core issues. Once these groups have been identified, it is important for the stakeholder to study all of the views of this group and determine if any of their other views are contrary to the core issues. For example, the group may have a similar interest in terms of reducing congestion in a give area, but they do not emphasize environmental impact.

Assuming interests of the formal group are in alignment with that of the stakeholder, it is important to next consider the potential group dynamics that will exist when working collaboratively. In general the stakeholder should consider how likely it is that they will work well together including sharing of tasks, distribution of resources, work styles, and approach toward decision making. Finally, it is essential that the stakeholder be clear about their expectations and assesses the likelihood that the formal groups can meet these expectations.

Stakeholders can also seek out other individual or informal groups to work with. This may include partnerships with neighbors who may be affected by the project or community organizers. All of the factors mentioned above to assess the likelihood of success with formal groups also apply to the partnering with other individuals or informal groups who hold similar interests. One additional consideration is that the stakeholder must be clear about who these other parties represent. Unlike a formal organization where the organization's mission is clear, it may not be obvious that individuals or informal groups have relationships with a host of other parties or broader conflicting interests. This could present a potential conflict of interest down the road.

Stakeholder acceptance of the interests of others

In order for stakeholders to influence the process, it is important that they identify, recognize, and accept common interests of other stakeholders and individuals involved in the decision making process. Stakeholders must acknowledge and understand the point of view of others and how these interests are likely to affect the decision making process. This requires that the stakeholder be open minded to alternative opinions. To achieve a successful collaborative outcome, stakeholders must help identify areas of agreement and be willing to negotiate on points of differences. One of the keys to doing this is the willingness to participate in consensus decision making, remembering that consensus sometimes means finding a solution that everyone can "live with." The most important factor for keeping the team moving forward is to discuss the importance of supporting the group's decision even if the stakeholder was not 100% sold on the idea.

How the Decision Guide Can Help

The Decision Guide recognizes the need for ongoing collaboration with stakeholders through the identification of key decisions throughout transportation decision making where it is essential to engage stakeholders. This goes well beyond those places within the process that are identified for public involvement in order to meet a mandated requirement. The [Stakeholder Collaboration](#) application of the Decision Guide provides detailed information on the key decisions that require stakeholder participation as well as questions to gather and incorporate their interests.



FOR IMMEDIATE RELEASE: November 18, 2011

Contact: Michele Leslie Potter, 206-587-4819, mlesliepotter@psrc.org

Nominate Projects for the VISION 2040 Awards

SEATTLE — The Puget Sound Regional Council is encouraging nominations for its annual VISION 2040 Awards program. The awards recognize innovative projects and programs that help ensure a sustainable future as the region grows. Nominations will be accepted until March 2, 2012.

PSRC honors businesses, local governments, and non-profit organizations who do creative work to provide transportation access and mobility, enhance the environment, bring jobs closer to where people live, focus high quality housing where the infrastructure needed to support it already exists, and improve the quality of life in the central Puget Sound region.

VISION 2040 is the region's growth management, economic, and transportation strategy, designed to sustainably meet the needs of growing region. It is an integrated, long-range vision for the future that lays out a strategy for maintaining a healthy region — promoting the well-being of people and communities, economic vitality, and a healthy environment. The awards recognize the superb work being done to achieve VISION 2040 throughout the region.

The 2011 award winners were Central Kitsap Community Campus, Bothell Downtown Revitalization, Northwest Ports Clean Air Strategy, Snohomish's Pilchuck District Master Plan, OneBusAway, and Tacoma's Mobility Master Plan.

Award nomination materials are available online at <http://www.psrc.org/> or by contacting Michele Leslie Potter at 206-587-4819, mlesliepotter@psrc.org.

PSRC develops policies and coordinates decisions about regional growth, transportation and economic development planning within King, Pierce, Snohomish and Kitsap counties. The Council is composed of over 80 entities, including all four counties, cities and towns, ports, state and local transportation agencies and tribal governments within the region. In 2012, PSRC will select projects for the roughly \$400 million in federal funds the region can expect to receive over the next few years. PSRC is also the lead regional economic development planning resource and home to the Prosperity Partnership.

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