Tell me and I'll forget.
Show me, and I may not remember.
Involve me, and I'll understand.

~ Unknown
CSS in Michigan

- Governor’s Executive Directive
  December 2003
- Transportation Commission Policy
  May 2005
- Training
- Tools
CSS in Michigan

Stakeholder Engagement

Success

Effective Decision Making

Flexibility
Stakeholder Engagement

• Identify diverse stakeholder groups
• Early, often and continuous involvement
• Mutual learning experience
• Partnerships
Flexibility

- Creative solutions
- Interdisciplinary approach
- Integrated transportation
- Aesthetics
- Economics
Effective Decision Making

• Considers community goals and values
• Follows state and federal regulations
• Promotes environmental stewardship
• Owner makes informed decisions
Origin of the GFSE

• Survey of Region staff in 2005 identified a need for helping with Stakeholder Engagement.

• Key Questions:
  – What expertise do I need on my team?
  – How to identify stakeholders?
  – How to engage them?
  – What level of engagement is appropriate?
  – How do we keep interest?
Origin of the GFSE

- MDOT formed CSS Committee to formulate document goals.
- CSS Steering Committee formed in 2006
  - Comprised of 19 local, state, and federal organizations
  - Met roughly quarterly to review document progress and provide input
Origin of the GFSE

• The Guidelines For Stakeholder Engagement need to:
  – Establish a timeline for meaningful input
  – Help identify who should be included
  – Provide guidance on level of effort
  – Promote dialog between MDOT and stakeholders
  – Develop relationships
Guidelines For Stakeholder Engagement

• Online February 2009
• Executive summary online at www.contextsensitivesolutions.org
• Document online at www.michigan.gov/mdot
• FHWA - Exemplary Human Environment Initiatives (EHEI) 2009 award in the category of Education and Training Programs
Opportunity Curve for Meaningful Stakeholder Input

- **High**
  - General Planning Issues

- **Medium**

- **Low**
  - Specific Design Items

Timeline:
- Candidate
- 5 Year Program Announced
- Scope Verified
- Base Plan
- Plan Review
- Plan Completion
# Stakeholder Engagement Opportunities

<table>
<thead>
<tr>
<th>CFP Candidate Projects</th>
<th>After 5 Year Program Announcement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• MDOT identifies transportation needs</td>
<td>• Identify stakeholder concerns and strategies to resolve them</td>
</tr>
<tr>
<td>• Work with MPOs and RPAs to determine their needs and priorities</td>
<td>• Develop a stakeholder engagement plan if needed</td>
</tr>
<tr>
<td>• Identify both local and MDOT project issues that could or will influence the development of the scope, and possible ways to address these issues.</td>
<td>• Refine project scope</td>
</tr>
<tr>
<td>• Develop project scope and begin early stakeholder engagement for scope input.</td>
<td>• Continue to identify and develop partnerships</td>
</tr>
<tr>
<td>• Solicit feedback on proposed projects</td>
<td>• Fine tune funding</td>
</tr>
<tr>
<td>• Develop partnerships and funding opportunities at a high level</td>
<td>• Estimate project costs</td>
</tr>
</tbody>
</table>
# Stakeholder Engagement Opportunities

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
</tr>
</thead>
</table>
| Scope Verification     | • Minor budget and scope modifications only
<pre><code>                   | • Finalize funding responsibilities and schedules                          |
</code></pre>
<p>| Base Plan              | • Finalize partnerships and funding commitments                             |
| • Develop concepts/sketches                                                |
| Plan Review            | • Present detailed project solutions                                         |
| • Minor changes possible                                                    |
| Plan Completion        | • Little or no opportunity for changes                                       |</p>
<table>
<thead>
<tr>
<th>Type of Project</th>
<th>Prior to 5 Year Program Announcement</th>
<th>After 5 Year Program Announcement</th>
<th>Scope Verification</th>
<th>Base Plan</th>
<th>Plan Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>NR/IC</td>
<td>6-10 Years</td>
<td>3-5 Years</td>
<td>2-3 Years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road R&amp;R</td>
<td>5-7 Years</td>
<td>3-5 Years</td>
<td>2-3 Years</td>
<td>2 Years</td>
<td>1 Year</td>
</tr>
<tr>
<td>Road CPM</td>
<td></td>
<td>1.5 Years</td>
<td>1 Year</td>
<td>6 Months</td>
<td>N/A</td>
</tr>
<tr>
<td>BR REPL</td>
<td>5-7 Years</td>
<td>3-5 Years</td>
<td>2-3 Years</td>
<td>2 Years</td>
<td>1 Year</td>
</tr>
<tr>
<td>BR REHAB</td>
<td></td>
<td>3-5 Years</td>
<td>2 Years</td>
<td>1.5 Years</td>
<td>1 Year</td>
</tr>
<tr>
<td>BR CSM/CPM</td>
<td></td>
<td>1.5 Years</td>
<td>1 Year</td>
<td>6 Months</td>
<td>N/A</td>
</tr>
<tr>
<td>Safety</td>
<td>5-7 Years</td>
<td>3-5 Years</td>
<td>2-3 Years</td>
<td>1-2 Years</td>
<td>1 Year</td>
</tr>
</tbody>
</table>
Levels of Activity

**Level I**
- Communicate project information/scope/schedule
- Usually informal: e-mails, phone calls and letters
- Incidental communication at a meeting
Levels of Activity

Level II

• Informal project meetings to gain input, share information and coordinate activities
• Schedule project meetings with select stakeholders
Levels of Activity

Level III

- Inform/communicate/problem solving/seeking opportunities/schedule
- MDOT is an invited presenter at scheduled stakeholder meetings
  - council/commission/rural task force meetings
- Special interest groups
Levels of Activity

Level IV

• Maximum stakeholder engagement to inform, communicate, schedule, incorporate, coordinate and respond to stakeholders’ needs/plans/issues

• Requires multiple activities:
  – Media announcements
  – MDOT-hosted open houses and/or presentations
  – Meetings and/or workshops
  – May include: fliers, mailers, visualization, and formal documentation of issues and concerns
Levels of Activity

Level V

- Formal public engagement
- Examples
  - public meetings with visualization
  - formal public notice
  - court reporters
  - advisory councils
  - Web sites and social media
# Stakeholder Engagement Activity Matrix

Each Engagement Level is cumulative

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Activity Level</th>
<th>Urban</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rural</td>
<td>Small Town</td>
</tr>
<tr>
<td>Level</td>
<td>I</td>
<td>II</td>
</tr>
<tr>
<td>NR/IC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road Reconstruct, Bridge Replacement, &amp; Safety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road &amp; Bridge Rehabilitation/Repair</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road &amp; Bridge CPM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bridge CSM, Road &amp; Bridge Routine Maintenance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BR CPM</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key: • = Minimum Activity Level Necessary  ? = Possible Activity Level Needed

Note: Each Engagement Level is cumulative
Identifying Stakeholders

Every infrastructure project affects someone…

- Neighbors
- Businesses
- Key interest groups
- Local units of government
- Regulatory agencies
- System users
- Interdisciplinary team
- General public
Identifying Stakeholders

• Identify stakeholders early
• Start with an interdisciplinary team
• Don’t assume that “official” contacts represent all interests. Tap community leaders; others
• Be inclusive
  • New issues may require new participants
  • Ask: Who is missing?
Planning Engagement Activities

- Know your audience!
- Identify *what* information you need & *when*
- Identify the process to be used
  - How will input be gathered?
  - How will decisions be made?
  - How will information be disseminated?
Planning Engagement Activities

• Select convenient locations, dates and times.
• Consider:
  – Meeting format
    • Open house
    • Roundtable
    • Formal presentation
  – Appropriate days/times for activities
  – Facility requirements
    • ADA compliance
    • Close to transit
    • Computer/networking/ internet access
    • Capacity
    • Special accommodations
Planning Engagement Activities

• Incorporate public involvement **consistent with project scope**
• Tailor the approach to both the nature of the information needed and the affected stakeholders
  – Utilize existing community forums
  – Advisory Councils
  – Websites & Social Media
Effective Engagement Activities

• Choose activities that:
  – Provide timely and useful information
  – Provide reasonable public access
  – Facilitate participation
  – Identify community needs and values
  – Provide meaningful input at key decision points
Planning Engagement Activities

• Typically Level I and II engagement activities do not take detailed planning.

• Level III through V require more detailed planning.
  – Determine meeting location
  – Plan the agenda
  – Invite stakeholders
  – Determine facilitation needs
  – Identify desired/expected outcomes
  – Identify methods for receiving input
Effective Stakeholder Engagement

- Communicate Critical Decision Points
- Recognize when additional time is needed to resolve challenges or contentious issues
  - Failure to allow for resolution may result in blown budgets & schedules
  - Work with stakeholders to establish what information is needed and a new timeline
Relationships with Stakeholders

• Identify roles and responsibilities
• Understand issues/constraints
• Establish priorities
• Align expectations
• Communicate project time line & critical decision points
• Document decisions & why you made them
• Develop partnering opportunities
Relationships with Stakeholders

*Attitude is everything...*

- Be flexible.
  - You may be a Transpo guru, but the most successful projects result from *informed decision making*.
  - Stakeholders bring other valuable insights and concerns to the process.
- Build credibility.
  - Come to prepared to listen & ask questions.
- Build relationships.
- Expand outreach
  - Foster trust through understanding.
Stay Engaged through Project Delivery

• Keep stakeholders informed:
  – Progress meetings
  – Project website/social media
  – Ongoing coordination with local agencies & utilities
• Access issues
  – Maintenance of traffic during construction
  – Access for pedestrian, transit & non-motorized services
  – Business impacts
• Contractor accountability
Follow-up

In order to maximize a positive stakeholder engagement effort, it is critical to follow-up with stakeholders throughout the project process. Typically this involves three situations:

- Questions asked and/or information requests during the project
- At critical decision points that impact the project schedule
- After project construction
Conclusions

• Stakeholder Engagement includes a *range* of tools and techniques.
• ‘Begin at the beginning’
  – Understand your project needs
  – Know your stakeholders
  – Expertise you possess
  – Expertise you need
• *Clearly* define roles and responsibilities.
• Provide clear opportunities and methods for stakeholders to provide feedback.
• Follow through
MDOT Context Sensitive Solutions

In Progress

• Adapting and integrating Michigan Civil Service Training resources into CSS stakeholder engagement training.

• Performance Measures
  – Integrating CSS into existing performance measure tools.

• Outreach Efforts
  – Social media (Website, Facebook, Twitter)
QUESTIONS?

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