

## Issue Diagnostic Tool

The following steps and supporting matrix will help diagnose and develop appropriate approaches to resolving issues that may arise on a project.

**Ask: Do we have to make this decision at this time or can we agree to how we will make it in the future?**

**If the decision will be made in the future:**

- Formulate a process to develop a future decision
- Decide who needs to be involved in endorsing the plan now and who needs to be involved in the future
- Determine what inputs from this project need to go into the future decision
- Identify future milestones or activities that will trigger this process
- Present the plan to all of the stakeholders, gather their input, gain their endorsement, and document the plan.

**If we need to make this decision now:**

Look at the statements in the matrix below. If one of the statements reflects your dilemma (consider the possibility that there is more than one issue or concern), then formulate a process to get a decision and present it to your PLT. Your plan should:

- Identify who needs to be involved in endorsing the plan and who needs to be involved in the process steps
- Adjust the schedule and gain endorsement of the new schedule
- Move forward on the process steps

**Ask Your Team – Do we have ...**

1. The right people?
2. The right information?
3. A clearly defined problem and desired outcomes?
4. A commitment to move forward?
5. Stakeholder acceptance of the outcome and process?

Why can't we make this decision?	Possible Source or Cause	Potential Solutions
We keep hearing the same questions over and over.	- Did stakeholders have an opportunity to participate in the decision making?	- Revisit the Stakeholder Involvement Plan and Project Work Plan and provide all stakeholders the opportunity to participate in forums of their choice.
	- Do the decision-making criteria reflect the stakeholder values and interests?	- Revisit the criteria based on previous input into the PEIS and CSS and modify the criteria to address stakeholders' questions.
We have some of the stakeholders asking for one thing and others asking for the opposite.	- Have the desired outcomes been clearly defined?	- Revisit the desired outcomes and ask the stakeholders if these reflect their interests.
We have stakeholders asking for information that is not in our scope to deliver.	- Were the desired outcomes presented and discussed with the stakeholders?	- Revisit the desired outcomes and ask the stakeholders if these reflect their interests.
New data changed the approach we had been taking.	- Have the desired outcomes changed over the course of the project?	- If the desired outcomes change during the project for any reason, reconfirm the revised outcomes with all of the stakeholders.
We are trying to make a decision that requires a change in policy.	- Does the team have the necessary authority to make the decision and/or commitments being considered?	- Identify and meet with representatives of the stakeholder group(s) who have the authority to make the decision needed.
We are asking another agency or a municipality to participate in the implementation, ownership, and/or maintenance of this element and they are not at the table.	- Does the PLT include the appropriate representatives?	- Expand representation on the PLT if this is an ongoing issue that requires long-term participation.

We have PLT members who want to override the process and make the alternative selection.	– Does the PLT understand its role and responsibilities?	– Charter or re-charter the PLT.
We keep hearing that our data are incorrect or skewed.	– Did you consider all of the issues that have been brought up over the study of this corridor?	– Look for stakeholder issues in the CSS List of Stakeholder-Identified Critical Issues, Area of Special Attention reports, PEIS comments, on the Aesthetic Issues Map, and on the resource maps. – Review the evaluation criteria to ensure that the stakeholders' issues and concerns are addressed.
	– Why do stakeholders think the data are wrong? What conclusion do they want the data to support?	– Confirm the commitment of project leaders, partners and sponsors to the stated outcomes and process. – Modify the outcomes and process as needed. – Modify the evaluation criteria to address the stakeholders' issues and concerns.
We have vocal and angry public, special interest groups, or agencies that are stalling the process.	– Has previous input from the PEIS and CSS public outreach been considered?	– Review the CSS Stakeholder-Identified Critical Issues and comments on the PEIS.
	– Have these stakeholders been involved in defining desired outcomes?	– Include outreach activities that involve stakeholders in defining the desired outcomes.
	– Have the stakeholders been involved in developing the evaluation criteria?	– Include outreach activities to identify project-specific issues and involve stakeholders in reviewing evaluation criteria to ensure they reflect the issues.
	– Have the stakeholders been involved in developing potential alternatives?	– Include activities that involve stakeholders in brainstorming alternatives.
	– Do the stakeholders accept the recommended solution?	– Provide an opportunity for stakeholders to track how each alternative was considered against the evaluation criteria.
	– Do all project stakeholders have access to project information and updates?	– Revise the Public Information Plan to ensure access to public information.
Stakeholders keep saying we are rushing through the process.	– Was the schedule clearly defined in the Project Work Plan?	– Present and discuss the timeline for each of the 6 Steps and key milestones.
	– Is the project schedule inadequate for the scope of work?	– Revise the schedule or scope to reflect a realistic schedule.
	– Has a change in the scope of work impacted the schedule?	– Revise the schedule or scope to reflect a realistic schedule.
There are agencies that have problems with the alternatives we are developing.	– Were the agencies with regulatory interests involved in defining the desired outcomes?	– Discuss and redefine the desired outcomes based on agency input. This may result in going back to other stakeholders to present and endorse revisions.
	– Does the Project Work Plan include appropriate time and regularity of agency input and regulatory reviews?	– Revisit actions and time in the schedule to accommodate agency comments and regulatory reviews.