

## COR-9 - Adopt Priorities for Implementation

### Description

Individual projects within the adopted preferred solution set are ranked in order to identify the appropriate sequencing for implementation. Prioritization supports both programming and environmental review by ensuring that identified projects are ready for implementation when funding is provided. This also allows other implementation actions, such as land use changes, to be made in support of the priorities.

There is information developed in prior key decisions that informs this step. In order to effectively execute this key decision there is essential information created at COR-7 related to the preferred solution set and COR-8 for the evaluation criteria, methods and measures for prioritization.

### Purpose

To make recommendations on phasing and priorities of implementing the solutions for the corridor. As a follow-up action to this step other related plans and programs should be updated to reflect these priorities.

### Outcome

Agreement on the phasing and prioritization of the corridor's solution set. This prioritized list should be considered when prioritizing projects during the Programming process.

Partner	Role Type	Description
MPO	Decision Maker (urban), No Role (rural)	Adopts priorities for implementation that are fiscally sound and realistic.
FHWA/FTA	Observer	Observes prioritization of solutions for consideration in the TIP development process.
State DOT	Advisor (urban), Decision Maker (rural)	Ensures the adopted priorities are compatible with state plans and programs.
Resource Agency	Advisor	Approve an MOU, agreement or programmatic permit and performance monitoring strategy for mitigation sites. Provide information about prioritized opportunities from the ecological plan and methods for prioritizing.
Public Transportation Operator(s)	Advisor	Ensures the adopted priorities are compatible with transit plans and programs.

## **Policy Questions**

Questions are a way to elicit information and to validate that the information has been considered. The partners should discuss the listed questions to ensure a broad array of interests is considered at a key decision. Discussions arising from these questions support collaborative decision making.

## **Questions Partners Discuss**

### **Questions about purpose and roles**

- For P3 projects, have private sector partners provided information on potential negative impacts and the costs of mitigation?

### **Questions about stakeholders, including modal and operational partners**

- How were stakeholders, including modal and operational partners, engaged in providing input and recommendations?
- How will you let stakeholders, including modal and operational partners, know the results?

### **Questions about the transportation process supporting the decision**

- Can the project be phased to implement operational improvements prior to major capacity enhancements?
- Can the public or private sector partner be held accountable for project schedule and performance of mitigation actions?
- Does the proposed sequencing of projects present any barriers or opportunities to bicycles and pedestrians?
- For P3 projects, have all potential risks to the public and private sector been considered? Is there a plan to manage risks?
- How does the inclusion of P3 projects impact this ranking?
- Is there a process to ensure that pedestrian and bicycle network linkages are made between projects sequenced at different times?
- Is this priority order feasible?
- What benefit will result if the projects are implemented in this order?
- What is the justification for this ranking? How did operational impacts of both individual solutions and in priority order affect this ranking?

### **Questions about other phases**

- No specific questions

### **Questions about non-transportation sectors/processes**

- Are the implementing agencies or sponsors willing to move forward according to the schedule indicated?
- Are there project sponsors for corridor study solutions outside of transportation?
- Do we have agreement on implementation of the mitigation strategy?
- Have we developed agreements for the use of markets to meet mitigation requirements?
- Have we developed agreements with agencies/organizations in the public and private sectors to meet mitigation requirements?
- Have we identified a mitigation strategy that is acceptable to all partners that will meet retention goals for each impacted area or resource?
- How can conservation goals be met, if at all, through these mitigation approaches?
- How can goals of business and population retention and attraction be met, if at all, through these mitigation approaches?
- How can we ensure that equity and accessibility concerns do not arise, particularly in P3 projects?
- How will the prioritization of solutions support land use and smart-growth related goals?
- If needed, have we identified a mitigation strategy that is acceptable to all partners that will meet economic development goals for each affected community or population group?
- What are our mitigation priorities?
- What is the appropriate scheduling for priority projects?

## **Stakeholder Inputs**

'Questions to Gather Stakeholder Interests' allow staff to determine which stakeholders have interests at a key decision and to collect those interests for partner consideration. 'Questions to Incorporate Stakeholder Interests' ensure the interests of stakeholders are included in the decision. For more help with stakeholder collaboration visit the Stakeholder Portal

### **Questions to Gather Stakeholder Interests**

- Do you have information that would influence how the individual projects are prioritized?
- What are your preferred priorities for implementation in the solution set?

### **Questions to Incorporate Stakeholder Interests**

- Do the stakeholders agree with the priorities recommended?
- Why were stakeholder priorities not incorporated?

## Data

The following is a list of data needed to support the key decision. Practitioners collect this information for decision makers to consider.

Supporting Data for the Key Decision		
<b>From other phases of transportation decision making</b>	Long Range Planning	Adopted priorities for implementation in the corridor plan
	Programming	Adopted TIP.
		Costs of mitigation actions
		Data on available revenue sources
Corridor Planning	Evaluation criteria, methods and measures for prioritization	
	Preferred solution set	
Environmental Review	No Specific Data.	
<b>From other sectors and processes</b>	Land Use	Actions that impact land use planning
	Transportation Conformity	Actions that impact air quality conformity
	Natural Environment and Implementing Eco-Logical	Documented methods for prioritizing conservation/restoration/mitigation from the ecological plan
		Prioritized conservation/restoration/mitigation actions from the ecological plan
	Capital Improvement	Actions that impact infrastructure decisions
	Safety and Security	No Specific Data.
	Human Environment	No Specific Data.
	Economic Development	Information to make recommendations on phasing and implementation priorities
	Greenhouse Gas Emissions	Agreements that support the prioritization
		Identification of actions needed by others prior to implementation
Identification of impacts to other plans and policies		
Freight	No Specific Data.	
<b>From the transportation technical process supporting this key decision</b>	Analysis of individual project readiness	
	Analysis of potential barriers to implementation for individual solutions	
	Analysis results using approved evaluation criteria and methods	
	Cost / Benefit analysis; rate of return	
	Potential risks/negative impacts of P3 projects	
	Pedestrian and bicycle components of each project	
<b>From stakeholder collaboration</b>	Formal communication plan	
	Stakeholder, including modal and operational partners, and public information	
<b>From public private partnership</b>	No Specific Data.	

## Links to Decisions

This table identifies how a key decision is connected to other key decisions. The linkages are a two-way transfer of information. Understanding and applying these linkages means that partners will recognize how a decision will impact other specific key decisions. Recognizing that the transportation processes are linked will: (1) encourage practitioners to produce information that can be used later and (2) remind them to look at information from previous key decisions.

### linkages to other phases of transportation decision making

Key Decision	What is Linked?	Purpose of Linkage
<b>To Long Range Transportation Planning</b>		
LRP-10 - Adopt LRTP by MPO	Adopted priorities for implementation in the corridor plan	To ensure that the adopted priorities for implementation in the corridor plan are consistent with the LRTP, including air quality and fiscal constraint.
<b>To and From Programming</b>		
PRO-3 - Approve Project List Drawn from Adopted Plan Scenario or Solution Set	The project priority list developed in the corridor plan	To ensure the TIP reflects the desired prioritization of the corridor plan
PRO-4 - Approve Project Prioritization	Prioritized list of projects for implementation from programming/fiscal constraint	To provide input into or validation of overall project prioritization.
<b>To Environmental Review/NEPA Merged with Permitting</b>		
ENV-8 - Approve Draft EIS with Conceptual Mitigation	Advance mitigation strategy and agreements from the Corridor Plan	To inform conceptual mitigation incorporated in the Draft EIS
ENV-12 - Reach Consensus on Avoidance and Minimization for the LEDPA	Advance mitigation strategy and agreements from the Corridor Plan	To inform avoidance and minimization for the LEDPA
ENV-15 - Render Permit Decision and Approve Avoidance and Minimization	Advance mitigation strategy and agreements from the Corridor Plan	To inform avoidance and minimization as well as compensatory mitigation incorporated with permit conditions

## **Examples**

In-depth case studies of successful practices in collaborative decision making were used to develop the Decision Guide. Links in this table point to a specific paragraph or section of a case study that supports a key decision. It is not necessary to read through an entire case study to find the example; however, full versions are available in the Library.

### **PlanWorks Case Study Examples**

- Blueprint Project - Regional Land Use Vision for the SACOG Region

### **Other Examples**

- None

## Integrated Planning

Integrated Planning looks at the interaction between the transportation decision making process and other processes. Considering these inputs will ensure that important values and goals outside the transportation process are recognized and considered. For a full understanding of a specific process and how it influences transportation decisions, visit Applications.

Process	Integration Type	Integration Description
<b>Land Use</b>	Decision	Approve land use implementation actions consistent with corridor plan priorities. <ul style="list-style-type: none"> <li>Purpose - To confirm commitment to implement land use implementation actions needed to implement corridor plan priorities.</li> <li>Outcome - Approved land use implementation actions.</li> </ul>
	Analysis	To show how the prioritization of solutions within the preferred solution set will support land use and smart growth-related goals.
<b>Transportation Conformity</b>	None.	None.
<b>Natural Environment and Implementing Eco-Logical</b>	Data From IEF Step 8 - Implement Agreements, Adaptive Management & Deliver Projects	Documented methods for prioritizing conservation/restoration/mitigation from the ecological plan, to inform the establishment of criteria for prioritization of transportation projects.
	Data From IEF Step 5 - Establish & Prioritize Ecological Actions	Prioritized conservation/restoration/mitigation actions from the ecological plan.
	Decision Between IEF Step 7 - Develop Programmatic Consultation, Biological Opinion or Permit and COR-9	MOUs, agreements, programmatic 404 permits or ESA section 7 consultation for transportation projects. Agreed upon performance monitoring strategy for mitigation sites. If this step was done in LRP-8, this may be a check-back to concur that the agreed-upon mitigation strategy is sufficient.
	Data To IEF Step 9 - Update Regional Ecosystem Framework & Plan	Final decisions from corridor planning should be used to update the ecological plan.
<b>Capital Improvement</b>	Decision	Capital improvement decision-makers decide whether the adopted priorities are consistent with capital improvement plans and whether they are committed to implement aspects of the solution set related to capital improvement.
<b>Safety and Security</b>	None.	None.
<b>Human Environment</b>	None.	None.
<b>Economic Development</b>	Data	Recommendations on phasing and implementation priorities to support evaluation of economic development impacts.
	Decision	Local/regional decision-makers approve economic development implementation actions consistent with corridor plan priorities. Purpose: To validate adopted priorities are consistent with economic development plans Outcome: Approved implementation actions in support of the solution set
<b>Greenhouse Gas Emissions</b>	Data	Actions that support GHG-related objectives or meet established targets within the preferred solution set.
<b>Freight</b>	None.	None.
<b>Bicycles and Pedestrians</b>	None.	None.

## Special Topics

This table provides an overview of the relationship between a key decision and individual special topics. A special topic may be an external process, a new regulation, or any emerging issue requiring collaboration. For a full understanding of a specific topic and how it influences transportation decisions, visit Applications.

### Key Decision Relationship to Other Topics

Topic	Description
Public-Private Partnerships	<p><b>Evaluate Options</b> - Based on public and private sector input, consider the potential risks and/or negative impacts of P3 projects as well as the costs of mitigation actions in prioritization.</p> <p><b>Decision Transfer</b> - Decide on logical timing and sequencing of solution sets involving P3 projects</p>
Planning and Environment Linkages	<p><b>Evaluate Priorities</b> - Using operations metrics, evaluate the impact of project prioritization on corridor operations in the short and long-term.</p> <p><b>Data Transfer</b> - Operational characteristics of the corridor based on prioritization of solutions.</p>
Visioning and Transportation	<p><b>Adopt Futures</b> - Identify how the implementation priorities are supportive of the consensus community vision and/or the adopted future(s).</p> <p><b>Approve Indicators and Commitments</b> - Determine how the community visioning measurement process affects prioritization.</p> <p><b>Adopt Update Process</b> - Identify the status of the vision as affected by the corridor plan.</p> <p><b>Data and Decision Transfer</b> - Relevant data to PRO 4.</p>