



Red River Basin Project Team Handbook

SECTION 4.

Project Funding Options and Procedures

This section provides guidance for the project proposers regarding sources of project funds and how to apply for them.

- ⇒ 4A – Flood Damage Reduction Studies...how to obtain state money to help with project planning and preliminary engineering.
 - ⇒ 4B – Flood Damage Reduction Grants...how to obtain state capital bonding money for project construction.
 - ⇒ 4C – FDRWG Project Compatibility and Readiness...describes the review process that the Work Group uses to determine project compatibility with the Mediation Agreement and readiness to spend project dollars. Includes instruction sheet [refer to 4C(1)] and form [refer to 4C(2)].
 - ⇒ 4D – Project Acceleration Grants...how to apply for FDRWG grants to help with preliminary project engineering and alternatives analysis. Includes approval and application form [refer to 4D(1)] and consent form [refer to 4D(2)].
 - ⇒ 4E – Project Team Support Funds...eligible expenses for Project Team support funds provided by the FDRWG.
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Project Team Support Funds

The Minnesota State Legislature, through the Department of Natural Resources, has appropriated funds to support implementation of the Mediation Agreement in each year since the Agreement was signed. Each year a significant portion of those funds has been directed for the support of the project teams by the FDRWG. These reimbursement grants are administered by the RRWMB. In general, the grants are intended to cover the administrative expenses of the project teams that are borne by the watershed districts, up to the grant limit, and to provide a source of funds for the project team to use in analyzing alternatives before a specific project is adopted by the watershed board.

The FDRWG establishes annual limits for these grants on a per watershed district basis. Typically the grants are divided in half with equal amounts for administrative expenses and for alternatives analysis. The FDRWG decided that money designated for administrative expenses could be used for alternatives analysis, but not vice versa, up to the grant limit. Those limits are adjusted periodically by the Work Group based on fund usage and availability.

Project Team expenses eligible for reimbursement with *FDRWG funds include:**

ADMINISTRATIVE EXPENSES

Salaries

- WD Administrator
- WD Board Member (per diem for Project Team meeting attendance)
- WD Support staff

Facilitator Expense

Meeting Expenses

- Postage, copies of meeting materials
- Meals, refreshments

Transportation

- Mileage (WD Board members only)
- Tours (bus rental, etc.)

ALTERNATIVES ANALYSIS

[NOTE: All eligible expenses must be incurred at the request of the WD/Project Team and are for non-designated projects]

Engineering expenses...for alternative development and analysis

*Approved by the RRBFDWRWG, July 2000

Engineer...attendance at Project Team meetings

Survey work

Mapping

Legal / attorney fees

Project team expenses are reimbursable at 100 percent, but administrators must record non-eligible project team expenses equal to or greater than the amount of the invoice to demonstrate a match. An example of non-eligible expenses is the value of non-state project team members' time spent at project team meetings, or eligible expenses that exceed the annual limit.

Project team administrators must submit invoices to the RRWMB Administrator on a quarterly basis for reimbursement of money already spent and an accounting of non-eligible matching expenses. Invoices are due 30 days after the end of each fiscal year quarter (i.e., on October 30, January 30, March 30 and July 30). The FDRWG may reallocate unclaimed project team support funds on a quarterly basis.

SECTION 4D(1). PROJECT FUNDING

Project Acceleration Grant Application

RED RIVER BASIN FLOOD DAMAGE REDUCTION WORK GROUP

Note to Applicants:

This application must be used to provide information to the Flood Damage Reduction Work Group that will be used to determine eligibility for project acceleration grants. This application and any supporting materials must be provided to the Work Group facilitator for distribution to the FDRWG at least two weeks prior to the date of the meeting at which the proposal will be considered.

I. PROJECT INFORMATION

A. Project Name: _____

B. Project Proposer:
Name _____

Address _____

Contact Person _____

Phone _____

Fax _____

E-mail _____

Other Partners/Proposers:

Provide the name of the consultant(s) that will be performing the engineering work.

Note: *If this project has been submitted for RRWMB funding, please attach a copy of the RRWMB Step I project information and skip to Section III of this application.*

C. Project Purpose(s):

A brief statement of the primary project purpose and any secondary purposes or functions.

D. Problem Area Description:

Describe the flooding problem that this project is intended to address.

E. Project Description

1. Describe the project features that are intended to reduce flood damages. Attach maps and site plans, as applicable.

2. Describe the project features that are intended to achieve natural resource goals. Attach maps and site plans, as applicable.

3. If the project will be constructed in phases, describe the project components for each phase.

F. Land Ownership

List the site owner(s) and attach a map or photo showing the project site and landowners.

1. Is the land area affected by the proposed project to be acquired by permanent easement or purchase?

2. Describe the current status of land acquisition.

II. ENVIRONMENTAL EFFECTS

A. Project Site Characteristics

1. Land Use/vegetative cover

Describe the land use and vegetative cover of the project site (attach map).

2. Hydrologic System

Describe the principal watercourse involved, the drainage area, design discharges, known peak discharges and stages.

3. Soil Characteristics

Describe the soils on the project site or attach a soils map showing the project site.

4. Fisheries and Wildlife Habitat, Rare Ecological Features

Describe fish and wildlife habitat, rare species, recreational resources in the area to be affected directly or indirectly by the project.

5. Water Quality

Describe existing water quality characteristics of the project area and any positive or negative impacts.

B. Effects on Hydrology and Stream Flow

Describe the project's expected effects on hydrology and channel stability. Attach before and after hydrograph for principal stream(s).

C. Effects on Natural Features, Fish and Wildlife Habitat

Describe the project's expected impacts on fish and wildlife habitat, rare species, and other natural features, recreational resources.

D. Effects on Flooding and Flood Damages

Describe the location and size of the area to be protected by the proposed project. Attach a map showing flood damage reduction area.

III. PROJECT PHASING AND FUNDING PLAN

A. Estimated total project cost

\$ _____

B. List the estimated project phases and the estimated contribution by each funding source for each phase

Project Phase	State FDR (bonding)	State FDR (gen. fund)	RRWMB	WD	Federal (specify)	Other (specify)

C. Project Schedule

Estimated project start date: _____

Estimated project completion date: _____

IV. APPROVALS AND PERMITS

A. Required Permits and Approvals

List all required permits and approvals and indicate the status of each.

B. Environmental Review (check ALL that apply)

State: EAW | * _____ EIS | * _____

Federal: EA | * _____ EIS | * _____

** For environmental review documents already completed list the type of document and the date of negative declaration, FONSI, or EIS adequacy determination.*

C. Watershed Project Team Approval

1. Indicate the Step completed for this project as listed in 3B: *Project Implementation Process and Procedures* (Section 3 of the Project Team Handbook).

Step: _____

2. Does this project as described above have the consensus approval of the project team?

No: *If no, what steps have been taken to achieve consensus?*

Yes: *If Yes, please attach project team consent form.*

3. List and briefly describe the alternatives considered by the project team.

D. Red River Watershed Management Board Approval

For projects that will be partially funded by the Red River Watershed Management Board indicate which Step approval has been granted by that Board. (See RRWMB Governing Documents, Section 4.)

Step: _____

E. Watershed District Board Approval

Indicate date of approval by the watershed district board of managers: _____

F. Consistency with Watershed Management Plan

1. Is the project consistent with the local watershed management plan?

_____ Yes _____ No

2. Is the project consistent with other applicable water management plans?

_____ Yes _____ No

V. ATTACHMENTS (as applicable, list all attachments here)

- 1. RRWMB Step 1 Application Material
- 2. Environmental Assessment Worksheet
- 3. Project Team Consent Form
- 4. Maps (specify)

SECTION 4C(2). PROJECT FUNDING

FDRWG Project Compatibility and Readiness Form

PROJECT NAME _____

PROJECT PROPOSER _____

DATE OF THIS EVALUATION _____

EVALUATORS _____

Use of this Form: This form is for projects that are eligible for or that have received a portion of required State of Minnesota Capital Bonding funds. The FDRWG will use the information in this form to make a recommendation regarding funding eligibility and readiness of this project. The instructions for each section are in the boxes at the head of the section.

Compatibility with FDR Objectives

This category identifies the project's consistency with established goals, principles, and strategies for Flood Damage Reduction. Section A: Identify the statement that most accurately reflects your project's flood damage reduction effects for each item. Add up the pluses and minuses at the end. Section B: record the information about the project using TSAC Technical Paper 11 as a reference (available at www.rrwmb.org under Resources).

A. Consistency with Mediation Agreement FDR Goals (Net Downstream Impacts)

A.1 People and Property Flood Damage Reduction

(---)___A.1.1 Increased potential flooding of homes, farm structures, or communities

(0)___A.1.2 No homes, farm structures, or communities affected by project

(+++)_A.1.3 Project will reduce flood potential for homes, farm structures, or communities

Provide specific Description and Location for A.1.1 or A.1.3:

A.2 Transportation Flood Protection

(--)_A.2.1 Project will increase flood damages to transportation

(0)___A.2.2 Project has no effect on transportation flood damage potential

(++)_A.2.3 Project will reduce flood damages to transportation

Provide specific Description and Location for A.2.1 or A.2.3:

- A.3 Flooding Effects on Intensively Farmed Agricultural Land
- (-)___A.3.1 Increased crop damage on intensively farmed ag land
 - (0)___A.3.2 No effect on crops of intensively farmed ag land
 - (+)___A.3.3 Protects crops on intensively farmed ag land up to 10-year summer storm event
 - (++)__A.3.4 Protects crops on intensively farmed ag land at greater than the 10-year summer storm event when feasible at a minimal incremental cost

Provide specific Description and Location for A.3.1, A.3.3 or A.3.4:

- A.4 Flooding Effects on Water Quality
- (-) A.4.1 Project includes measures that reduce runoff storage or increase conveyance capacity resulting in increased turbidity
 - (+) A.4.2 Project includes measures that increase runoff storage or reduce flood volume resulting in reduced turbidity
 - (+) A.4.3 Project includes measures that will improve water quality, other than turbidity. Describe:

Total Number of (+)_____ **Total Number of (-)**_____

**B. Consistency with TSAC Technical Paper 11: FDR Framework
(Table 1: Expected RR Mainstem Peak Flow Reduction Effects)**

Use the table below to record information about each of the FDR Measures of this project as listed in Table 1 of TP 11. Each FDR Measure has its own footprint and for each of these footprints *only one* FDR Measure can be listed (e.g. do the rating for an ungated impoundment *or* a wetland restoration, not both on the same footprint). In order for the effects ratings to apply (i.e. + or -) the specific measure as planned for the project must be consistent with the guidance for operation and design in the Flood Damage Reduction Measures section of TSAC TP 11; pg. 24-36. Negative (-) effects must be explained below as to how those effects will be minimized or mitigated.

Flood Damage Reduction Measures (from Table 1 p. 9 of this form)	Timing Zone (E,M,L) of Project Drainage Area (Fig 24 see p.10)	RR Effects (+ or -) (Table 1, see p. 9)

Explanation:

- C. **Contribution to Mainstem Flow Reduction Goals (RRBC)**
[Currently undeveloped. This is a placeholder for when tributary goals are established.]

Compatibility with NRE Objectives

- A. **List the NRE Features associated with this project:**

Project Readiness

This category evaluates a project’s readiness for FDR program funding. Use checkmarks to indicate the project’s status for each of the item, A-H. Use no more than one checkmark per item unless otherwise indicated. Leave item blank if none of the options apply. **For items highlighted in Yellow or Red, provide explanation about project readiness with respect to timing of the next bonding cycle.**

- A. **Project Team Support**
- A.1**(R) Project Team not formed for this project
 - A.2**(R) Project Team does not have a recommended project
 - A.3**(Y) Project Team majority support of recommended project
 - A.4**(G) All Project Team members can live with the recommended project

For Red and Yellow provide Explanation:

- B. **Acquisition of Land Rights (can have more than one checkmark)**
- B.1**(R) Land acquisition issues not identified
 - B.2**(R) Significant difficulties with acquisition of land rights expected
 - B.3**(R) Project proposer waiting for willing seller(s)
 - B.4**(Y) Acquisition of land rights proceeding with landowner opposition
 - B.5**(Y) Acquisition of land rights proceeding without landowner opposition
 - B.6**(G) Land or use rights acquired

For Red and Yellow provide Explanation:

C. Project Operating and Monitoring Plans

C.1 Project Operating Plan

- _____ **C.1.1**(R) Operating plan not addressed
- _____ **C.1.2**(Y) Operating plan under development
- _____ **C.1.3**(G) Project has draft operating plan
- _____ **C.1.4**(G) Project has an approved operating plan
- _____ **C.1.5**(G) Project does not need an operating plan

C.2 Project Monitoring Plan (see TSAC TP9 for guidance)

- _____ **C.2.1**(R) Monitoring plan not addressed
- _____ **C.2.2**(Y) Monitoring plan under development
- _____ **C.2.3**(G) Project has draft monitoring plan
- _____ **C.2.4**(G) Project has an approved monitoring plan

For Red and Yellow provide Explanation:

D. Watershed Board Approvals

- _____ **D.1**(R) No Preliminary Engineers report
- _____ **D.2**(Y) Preliminary Engineers report ordered
- _____ **D.3**(Y) Preliminary Engineers report approved
- _____ **D.4**(G) Public Hearing
- _____ **D.5**(G) Final Engineers report approved
- _____ **D.6**(G) Order to Proceed

For Red and Yellow provide Explanation:

E. Funding Status

E.1 Total Project Cost Information

- E.1.1 Total Project Cost \$ _____
- E.1.2 Total State FDR Bonding Share \$ _____ (_____ % of project cost)
- E.1.3 Total State non-FDR Bonding Share \$ _____
- E.1.4 Total non-State Share \$ _____
- _____ **E.1.5**(G) State FDR Bonding already under contract/received \$ _____
[Also check the corresponding item in the summary on page 8]

E.2 State FDR Bonding Application Status for this Request

- E.2.1 State FDR Bonding this Request/Phase* \$ _____
- _____ **E.2.2**(Y) No funding request/application submitted to DNR
- _____ **E.2.3**(G) Project application submitted (accepted)

When the project is proposed to be constructed in “stand alone” phases attach a description of each phase and expected cost, identifying bonding dollars needed and fiscal year schedule for each phase.

G.2 DNR Public Waters/Dam Safety Permit

- ___ (G)no jurisdiction
- ___ (Y)director's report response received
- ___ (Y) permit not applied for
- ___ (Y)permit applied for
- ___ (G)permit received

G.3 NPDES Stormwater Permit (MPCA)

- ___ (Y)permit/approval not applied for
- ___ (Y)permit/approval applied for
- ___ (G)permit/approval received

G.4 Permit/Approval 2 _____

- ___ (R)permit/approval not applied for
- ___ (Y)permit/approval applied for
- ___ (G)permit/approval received

G.5 Permit/Approval 3 _____

- ___ (R)permit/approval not applied for
- ___ (Y)permit/approval applied for
- ___ (G)permit/approval received

___ G.6 Additional permit/approval status listed on attachment

___ (R) All required permits and approvals have not been identified

For Red and Yellow provide Explanation:

H. Consistency with Approved Local Plans

[WD plans, land use plans, local water plan, SWCD comp plan]

___ H.1 (Y) Project inconsistent with any local plan

___ H.2 (G) Project consistent with all local plans

For Red and Yellow provide Explanation:

External Support and Partnerships

This category looks at the amount of political support or opposition for a project and which partners are involved. Use checkmarks to indicate which item describes the project for each of the factors A-D. For items highlighted in **Yellow(Y)** provide an explanation with respect to the timing of the bonding cycle.

A. Local Landowner Support (in and around project)

___ A.1 (Y) Significant landowner opposition (in funding timeframe)

___ A.2 (G) No significant landowner opposition

For Yellow provide Explanation:

B. Political Support

B.1a Local political: (indicate twp) _____

_____ B.1a.1(Y) opposition

_____ B.1a.2(Y) unknown

_____ B.1a.3(G) neutral

_____ B.1a.4(G) support

B.1b Local political: (indicate county) _____

_____ B.1b.1(Y) opposition

_____ B.1b.2(Y) unknown

_____ B.1b.3(G) neutral

_____ B.1b.4(G) support

B.1c Local political: (indicate city) _____

_____ B.1c.1(Y) opposition

_____ B.1c.2(Y) unknown

_____ B.1c.3(G) neutral

_____ B.1c.4(G) support

B.2. State (other than project team members) (can have more than one checkmark)

_____ B.2.1(Y) State government officials/legislators opposed to project

_____ B.2.2(Y) State government officials/legislators not aware of project

_____ B.2.3(G) State government officials/legislators neutral

_____ B.2.4(G) State government officials/legislators support for project

_____ B.2.5(G) Project received special state designation/recognition (e.g., governor's pilot project, earmarked funds in legislation)

[Also check the corresponding item in the summary below]

B.3 Federal (other than project team members) (can have more than one checkmark)

_____ B.3.1(Y) Federal government officials/legislators opposed to project

_____ B.3.2(Y) Federal government officials/legislators not aware of project

_____ B.3.3(G) Federal government officials/legislators neutral

_____ B.3.4(G) Federal government officials/legislators support for project

_____ B.3.5(G) Project received special Federal designation/recognition (e.g., special congressional authorization, earmarked funds in legislation)

For Yellow provide Explanation:

C. Non Governmental Organization Support

Name of NGO _____ : Support(G) _____ Opposed (Y) _____

Name of NGO _____ : Support(G) _____ Opposed (Y) _____

Name of NGO _____ : Support(G) _____ Opposed (Y) _____

For Yellow provide Explanation:

D. Participating Partner Programs

(Check all that apply as to whether project program has been considered, and/or program is part of the project.)

Considered Participating

_____	_____	CREP/WREP (Cons. Reserve/Wetland Reserve Enhancement Programs)
_____	_____	RIM (Reinvest in Minnesota)
_____	_____	CRP/CCRP/WRP (Conservation Reserve/Continuous Conservation/Wetland Reserve Programs)
_____	_____	CSP (Conservation Security Program)
_____	_____	319
_____	_____	TMDL (Total Maximum Daily Load)
_____	_____	Clean Water Partnership
_____	_____	Clean Water Legacy
_____	_____	Challenge Grants
_____	_____	Corps 206/1135 Habitat Restoration
_____	_____	WMA (state wildlife management area)
_____	_____	WPA (federal waterfowl production area)
_____	_____	Other (specify)_____

Other Issues

Provide additional information relevant to items listed below as they apply to project readiness or compatibility with Mediation Agreement goals and objectives. Additional information may be added by FDRWG members during review of this project.

- A. Local Issues**
- B. Caution Flags**
- C. Consistency with Basin-wide Priorities**
- D. Other Priorities/Information**

Summary of Project Compatibility and Readiness

The following information is transferred from the preceding sections.

FDR Compatibility: A. ____ + ____ - B. ____ + ____ -

NRE Compatibility: under development

Special Considerations for Priorities (repeated from above)

_____ E.1.3 State FDR Bonding previously under contract/received

Orientation of Team Members

It is important to pay attention to the orientation of Project Team members. Each new member should receive orientation when they join the group, and the whole group should be re-oriented at least once a year. Orientation serves an important purpose of reminding everyone of the importance of their role and how the group functions.

Inform New Project Team Members

It is important for Project Teams to inform and “ground” new members as to the purpose and work of the group. This helps to ensure that new members begin their participation on the same page as the rest of the team. New members should be encouraged to ask questions about anything they don’t understand. If a Project Team does not offer an orientation, new members need to take it upon themselves to learn about the organization and the team.

Reconnect Existing Project Team Members

It is important for Project Teams to refresh and reconnect existing members on the group processes and expectations of the team. It is easy to lose sight of the purpose and focus of the work while dealing with specific projects. Re-orientation can bring new energy to a group when they see how the work they’ve been doing has had an impact and it connects to the bigger picture (overall plan).

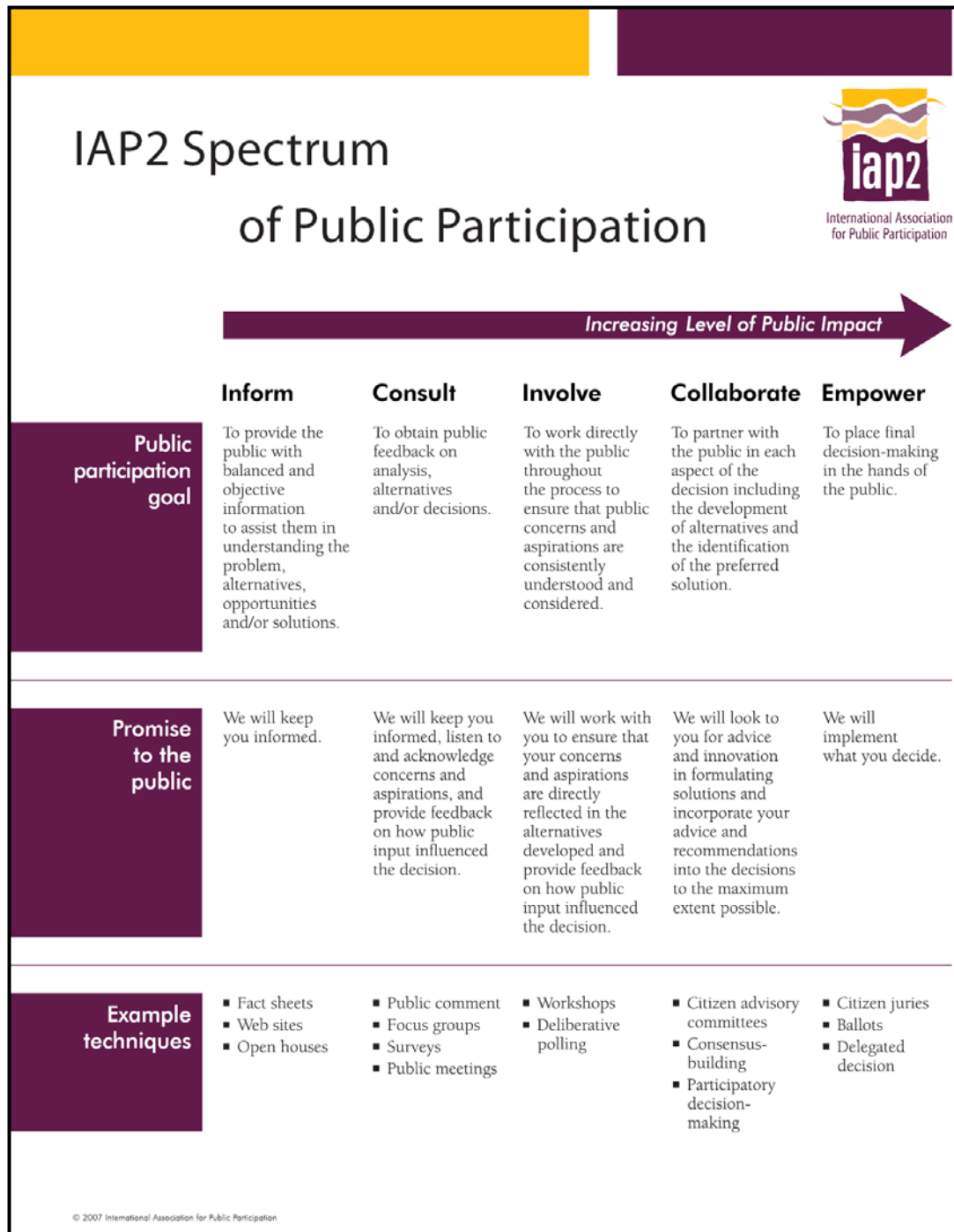
Orientation of Project Team Members

Any formal orientation of members should include the following information:

1. History of the work and review of the “Red River Basin Flood Damage Reduction Work Group Agreement” (PT Handbook Section 6A)
2. Project Team Guidelines (PT Handbook Section 1) with special emphasis on “Roles and Responsibilities” and “Making Decisions”
3. Project Team Management (PT Handbook Section 2) with special emphasis on using the “Project Team Checklist” (to assess the health of the Project Team) and a review of the “Project Team Guiding Principles”
4. Project Development (PT Handbook Section 3) with special emphasis on the “Project Implementation Process and Procedures Table”
5. Project Funding (PT Handbook Section 4) with special emphasis on current funding options available
6. Resources available, including TSAC Technical Papers, User’s Guide to Natural Resources, and others
7. *[For new members]* Provide copies of recent conversation notes from Project Team meetings as well as other project-specific reference materials

Understanding Communication

Effective communication with stakeholders begins with clearly identifying your stakeholders and being clear about what your commitment is to each of the stakeholder groups. One way to frame this is with the IAP2 Spectrum of Public Participation¹.



¹ © International Association for Public Participation www.iap2.org

Decision Modes

There are several decision modes¹ which exist and can be helpful in a variety of different decision-making arenas. It is important to recognize that there are different “decision modes” and to be clear that with project teams the most appropriate mode is that of “Consultative Consensus Decision Making” (though voting is sometimes used in the appropriate situations).

Absolute Consensus Decision Making

DESCRIPTION: Absolute consensus requires that all group members not only can live with a decision, but that they actively support the decision and are convinced that the decision is superior to the existing status quo. Absolute consensus is thus synonymous with unanimous agreement. This process, when it involves complex data will require a great deal of time...and in at least half of the cases where unanimous consensus decisions are attempted the group ends up in a hopeless deadlock with at least one member not being able to agree.

Consultative Decision Making

DESCRIPTION: Consultative decision making means that the group is providing consultation and advice to the person/group who has the responsibility for choosing the ultimate course of action. With this decision method, a problem, question, or issue is studied and the responsible party asks the advisory group to help clarify the issue, draw suggestions and advice for consideration, and recommends which of the ideas will be implemented.

Consultative Consensus Decision Making

DESCRIPTION: Consultative consensus decisions, just as the name implies, represents decisions that combine consultative and consensus decision techniques. It is clear from the start who will make the decisions, yet the group leader or facilitator makes a special effort to have the decisions represent a growing consensus that emerges from the collective intelligence of the group.

Modified Consensus Decision Making

DESCRIPTION: The most stringent definition of consensus decisions insists that all members of the group agree with the decision before any approval is made by the team or task force. These types of consensus decisions are time-consuming and often unreachable. Thus, modified group consensus is a decision procedure that enables a group to achieve a type of consensus that ensures that each member of the group is willing to support the decision.

Voting

DESCRIPTION: Voting is not the preferred alternative for most group decisions because it interferes with the development of a participative culture, is not supportive of team building, and tends to entrench people in their positions rather than unleash the group’s collective intelligence. However, there are times when voting can be helpful to groups. Simple nonbinding “straw voting” can be a useful way to eliminate least-preferred alternatives, and actually helps to build consensual decisions.

¹ Reprinted from *The Complete Guide to Facilitation*, by Tom Justice and David Jamieson, copyright © 1998. Reprinted with permission of the publisher, HRD Press, Amherst, MA, (800) 822-2801, www.hrdpress.com.

Participatory Decision-Making

Local decision-makers, whether elected officials or leaders in a volunteer organization, face difficult decisions. Budget shortfalls, natural disasters, and changing community demographics can result in difficult decisions at the local level across the state, which affect local citizens and constituents. The process a decision-maker implements to make these decisions can influence the trust, support and buy-in of individuals, agencies and groups.

Tips Sheets Available Online

Effective participatory decision-making requires a multi-strategy approach. To aid you in doing your best as a leader of (or participant in) participatory decision-making, a series of tip sheets developed by the University of Minnesota Extension is available to you at www.extension.umn.edu/distribution/citizenship/00018.html. These tip sheets, designed to provide research-based educational information to support informed decision-making and problem solving, share information on the role of public participation, effective engagement processes, and skills to support participatory decision-making and action.

NOTE: Each tip sheet (topics below) has been designed as a stand-alone informational resource:

Engaging the public has multiple benefits

This tip sheet shares insights into why it is important to involve others in decision-making and what the benefits are to engaging with others.

Align the public participation strategy with the goal

This tip sheet shares information about the best methods for engaging the public successfully.

Consider when to use an internal or external facilitator

This tip sheet assists in determining what type of facilitator will help you the most and discusses the pros and cons of using internal and external facilitators for public meetings.

Create an agenda with purpose

This tip sheet shares important considerations for designing an effective meeting.

Set ground rules

This tip sheet shares information on how to keep discussions productive and includes a few “tried and true” ground rules to keep discussions on track.

Decide who decides

This tip sheet examines several different methods for decision-making so that your group can determine who will make the decisions. (See also PT Handbook Section 5B: Decision Modes)

Involve others and increase commitment

This tip sheet highlights the role of consensus as a decision-making process to problem solving and shares the benefits to using this type of decision-making process.