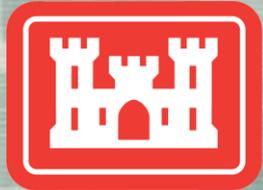
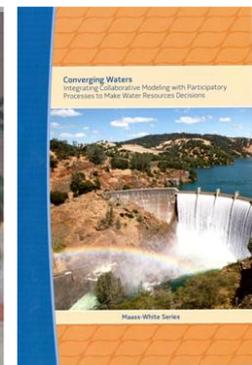
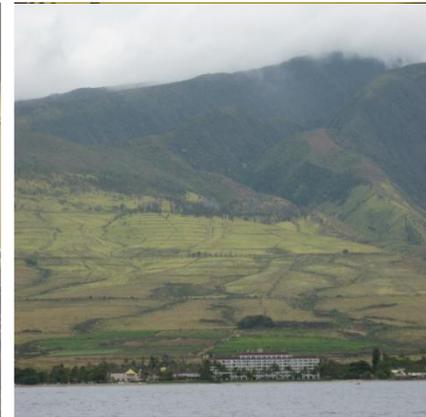


Engaging Stakeholders in Technical Decisions

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Overview

- Why Engage Stakeholders?
- Defining Success
- Considerations when Planning for Stakeholder Engagement
- Engagement Tools and Techniques
- Climate change dialogue tips



Who are “Stakeholders?”

Those who may be influenced by, or can affect the decision, and other interested parties. These are people that have a STAKE in the outcome of a decision ...

- Interdisciplinary teams with variety of skills
 - ▶ natural sciences, social sciences, engineering
- Project sponsors, partners and customers
- Stakeholders often include:

Residents	Businesses
Environmental Advocates	Tribal Governments & Interests
Local Government	Related Interest Groups (Recreation, Disadvantaged Communities, etc.)
Agricultural Community	Regulatory Agencies

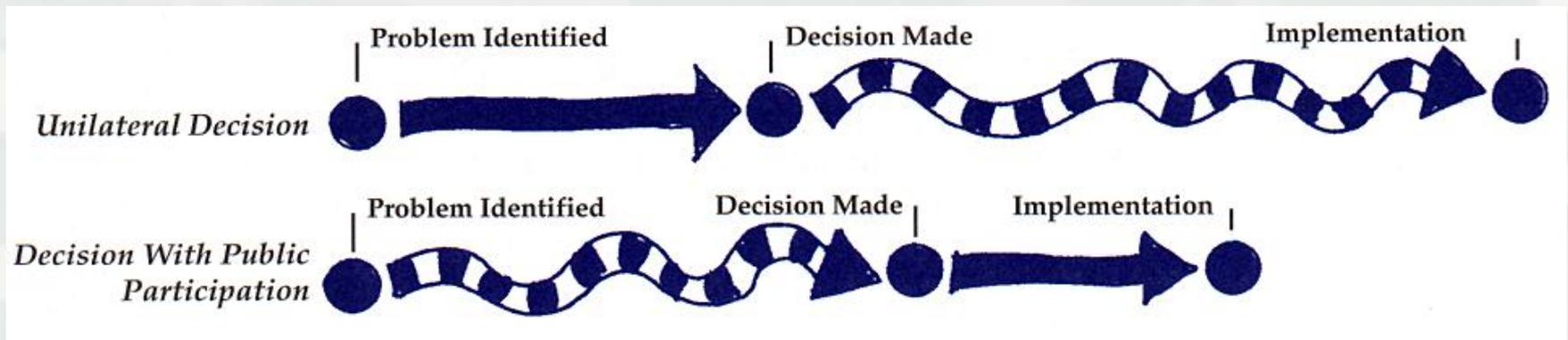


Why Engage Stakeholders in Technical Decisions?

- Additional Expertise, access to info
- Build trust & put face on “Gov’t”
- Better quality of decisions
 - ▶ *More comprehensive issues, alternatives*
- Decisions are value laden
 - ▶ *Federal, public agency is responsible to citizens*
 - ▶ *Include input by those who are affected or are interested*
- Easier implementation
 - ▶ *Include those who can affect decision*
 - ▶ *Build informed consent*



Engaging Stakeholders Early Reduces Costly Delays



FERC Experience

2001 FERC study found that *Alternative Licensing Processes* reduced time, cost, and level of conflict



Many environmental NGOs express public support for ALP (now ILP)



TECHNICAL vs. VALUES QUESTIONS

“What is?”	vs.	“What should be?”
What is instream flow if a reservoir is operated this way?		What should minimum instream flows be?

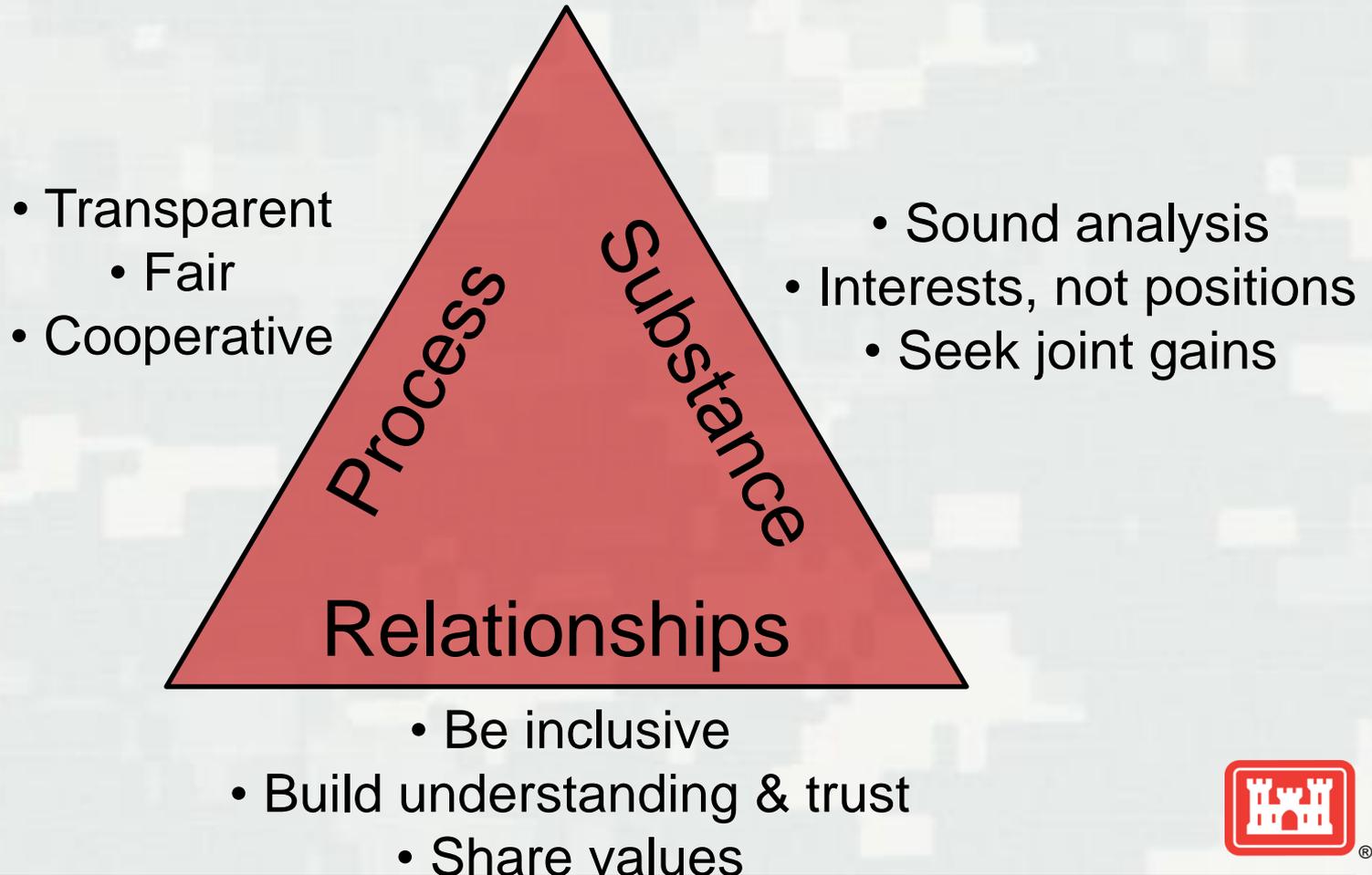
The most fundamental flaw in contemporary water policy is that many value questions in which ordinary citizens have a great interest are being framed as technical questions.

- Helen Ingram & Anne Schneider, 1999



Elements of Success

From: When the Sparks Fly: Building Consensus When the Science is Contested
by Gail Bingham



Planning for Stakeholder Engagement

Identify *issues* and *stakeholders*.

Gauge the *level of controversy*. Determine the *level of participation required*.

What *information should be exchanged* at each step in the planning process?

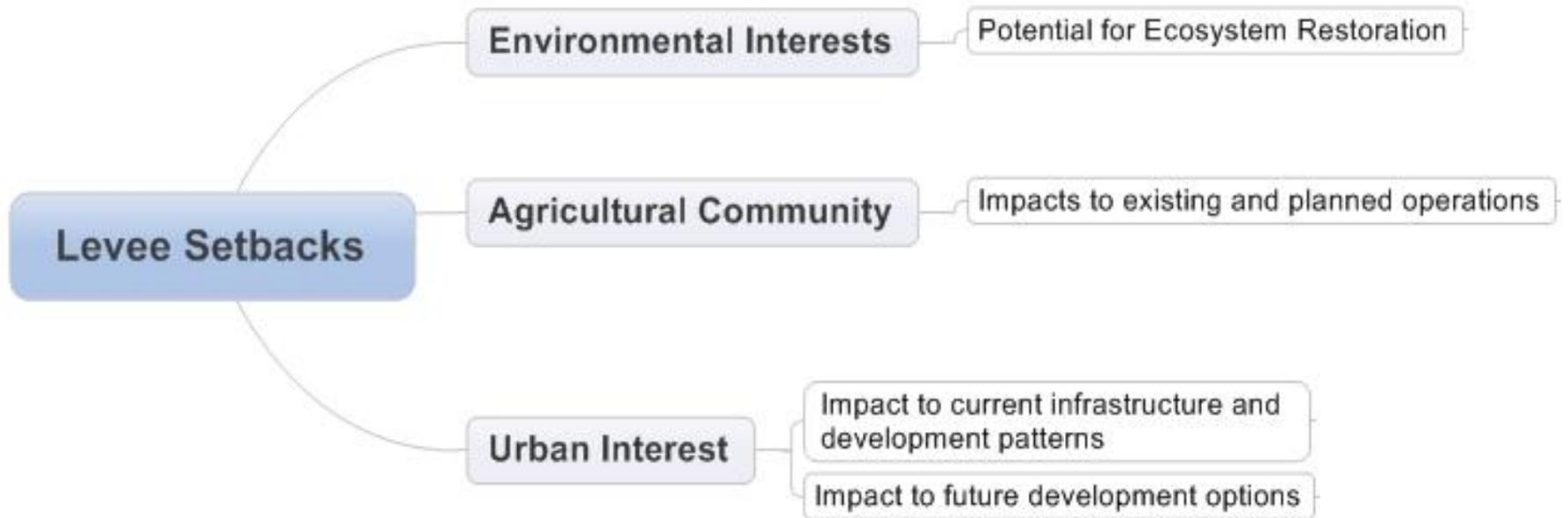
Identify appropriate *involvement techniques* to meet your objectives.

Develop a *plan* and *budget*.

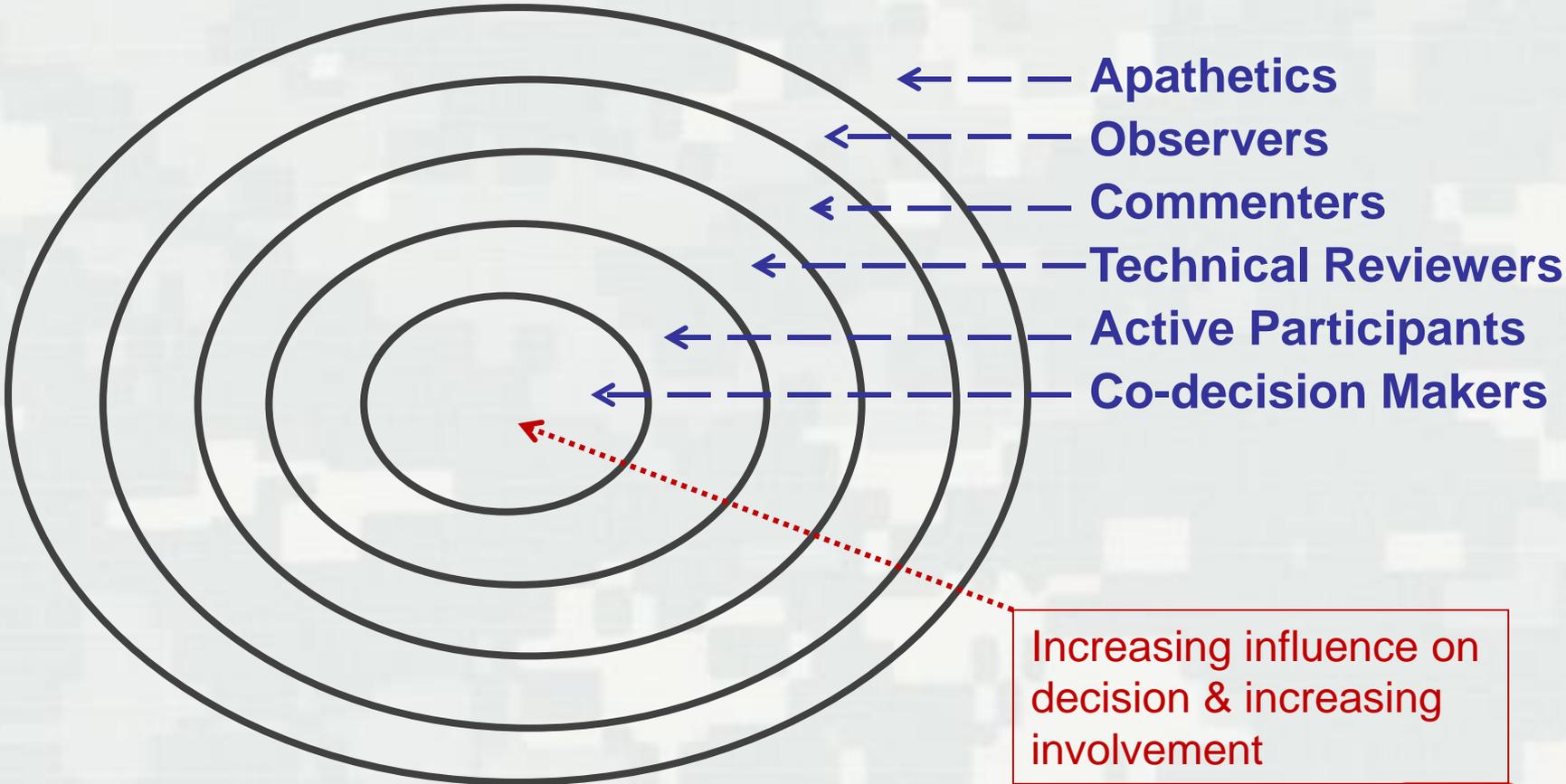


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ID'ing Issues and Interests



Roles Stakeholders Play



Spectrum of Public Participation

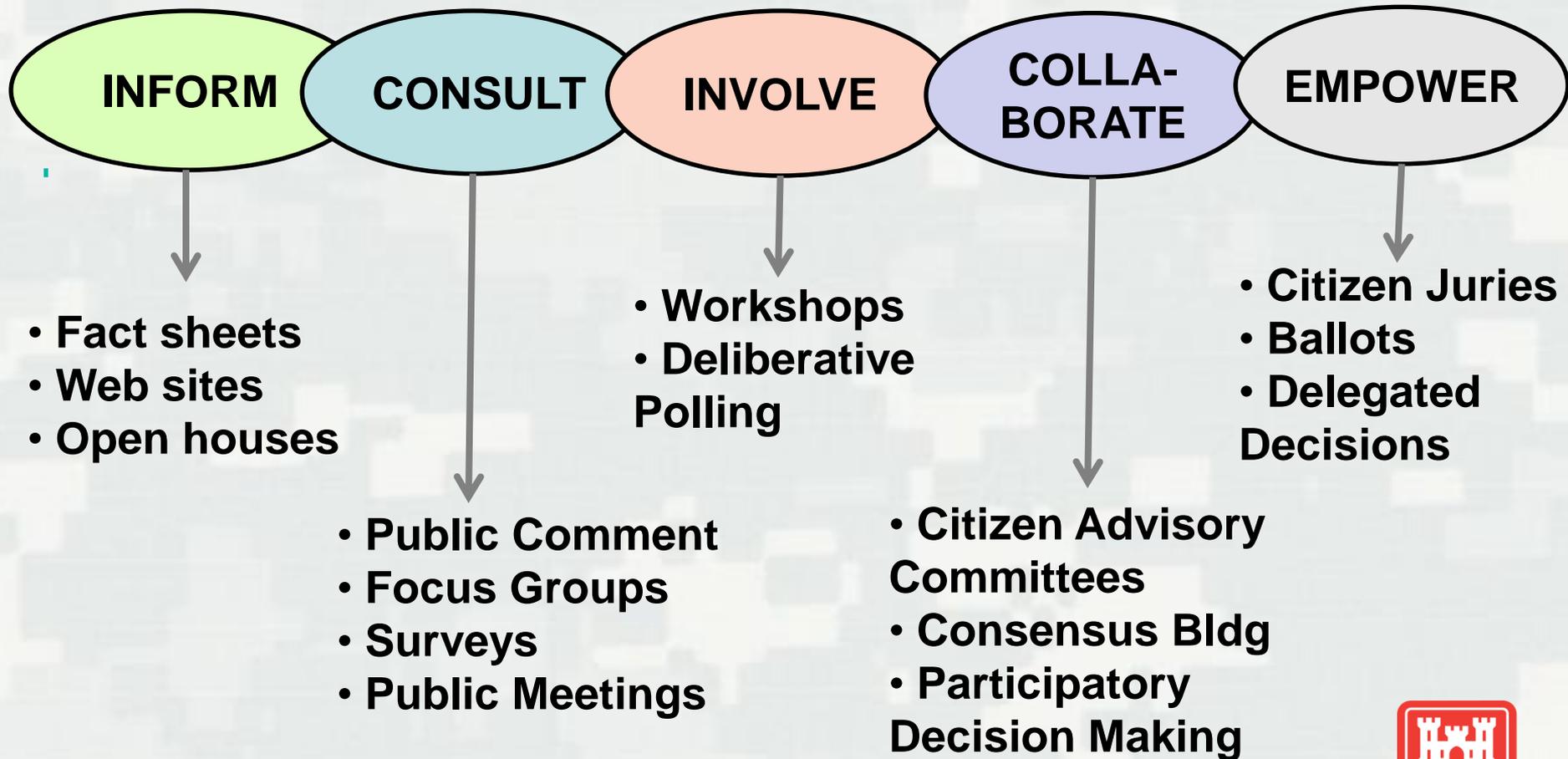


When Selecting an Involvement Technique, Ask...

- What is the *purpose*?
- What *level of interaction* is best?
- *How many people* are involved?
- What is the *relationship* between the project sponsor and the participants?
- How comfortable is the audience with *unfamiliar meeting types*?



SPECTRUM OF TECHNIQUES



EXAMPLE MEETING TYPES

Public Hearings

Town Halls

Open House

Workshops



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Public Hearing

- Formal presentations, typically recorded by a court reporter.
- Audience may make statements.
- May be required as part of NEPA process



Town Hall / Public Meeting

- Less formal than Hearing
- Presentation, then Q&A



Strengths of Public Hearings & Town Halls

- Everyone who wants to speak has an opportunity to do so.
- Everyone hears everyone else.
- Good for building a legal record.
- Meets NEPA requirements for public comment.



Problems with Public Hearings & Town Halls

- Easily “captured” by small but organized activist groups
- No dialogue → no building agreement
- You don’t hear from most people in the audience
- People who come to get information may have to listen to hours of speeches just to get the few pieces of information that they want
- Formality may be viewed as power (typically official opens; court reporter records comments)



Interactive Meetings

- Get everyone involved and learning
- Get interaction between people with different viewpoints
- Creatively and collaboratively produce a “product,” (*e.g., develop lists of brainstorming items, rank items*)
- Encourage commitment
- Reduce opportunity for “speechifying” and posturing



Open Houses

- Drop in anytime
- Visit stations
- Permits in-depth personal interaction
- Mostly informing, but can collect comments
- Large numbers okay
- High visibility



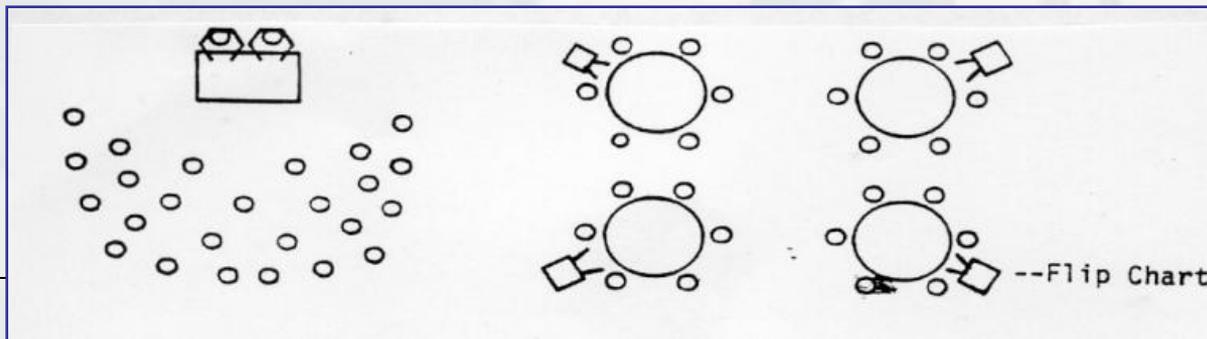
Workshops

- High level of interaction
- Group generates a product.
- 10-35 people; select representatives
- Breakouts can accom larger groups
- Can repeat (day/eve) or combine formats



Meeting Planning & “Non-verbal” Communication

- Meeting Location
- Meeting Time
- Meeting Notice and Invitations
- Room Arrangement
- Control of Meeting Agenda May Communicate Control of the Outcome



Grab Bag of Interactive Techniques

- *Brainstorming & Info Sharing:*
 - ▶ Post-it blizzard
 - ▶ World Café
- *Increase understanding & Analyze:*
 - ▶ Force field analysis
 - ▶ Strengths Weaknesses Opportunities Threats (SWOT) Analysis
- *Ranking:*
 - ▶ Colored dots – “dot democracy” (*not for voting)



Stakeholders & Climate Change

If purpose is to discuss management/adaptation options...

- Do not make climate change the primary rationale for conservation
- Keep the conversation focused on impacts and implications on resource mgt;
- Climate skeptics will push for “more science” and say “we can’t decide until we reduce uncertainty” – don’t fall into their trap!



Resources

- When the Sparks Fly, by Gail Bingham of RESOLVE
- David Metz, Lori Weigel. The Language of Conservation 2013: Updated Recommendations on How to Communicate Effectively to Build Support for Conservation. For Andy Tuck of TNC. April 15, 2013.

