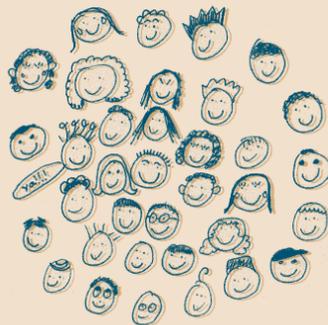


Working With Stakeholders to Move the Process Forward

Charlie MacPherson
Tetra Tech, Inc.



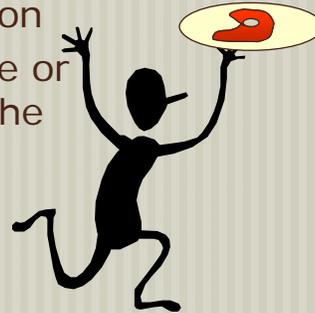
Getting in Step:
Engaging and Involving
Stakeholders in Your Watershed



www.epa.gov/owow/watershed/outreach/documents

What is a stakeholder?

- A group or individual who:
 - Has the responsibility for implementing a decision
 - Is affected by the decision
 - Has the ability to impede or assist in implementing the decision



Integrating Stakeholders Into Watershed Planning

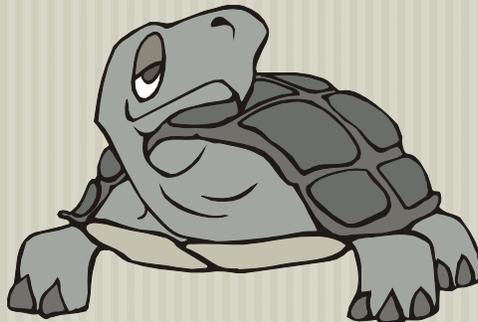
- Assists with problem identification
- Promotes awareness, education, and action
- Facilitates implementation of solutions

At the Beginning...



- What are the driving forces?
- Do you need stakeholder involvement?
- Are there existing groups out there you can tap in to?
- What kind of involvement do you need?

Stakeholder Involvement...



1. Determine who needs to be involved

- People making decisions
- People affected by decisions

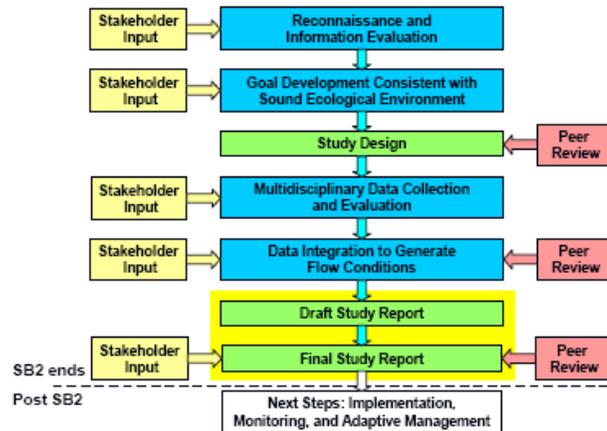


2. Identify Roles

- What is their role?
- How will decisions be made?
- What resources are available?
- Are they expected to develop any products?

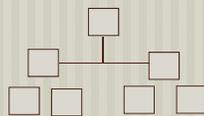
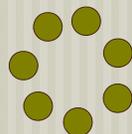


Stakeholder Input Opportunities



3. Define Organizational Structure

- Formal vs. informal
- Roles and responsibilities
- Decision-making methods



\$64,000 Question

- How do you create awareness of values, interest in the process, and bring them to the table?

Remember social marketing tools

4. Collect information

- Information needed
 - Demographics
 - Values/concerns
 - Communication channels
 - Attitudes/perceptions
 - Identify trusted leaders in the community

5. Develop Messages

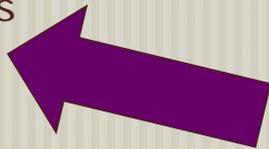
- Specific to *each* target audience
- Why should they care?
 - “Share your concerns ”
 - “Take advantage of this opportunity”
 - “Voluntary program”
 - “Financial resources available ”
 - “You have an equal vote at the table”

6. Invite them to participate

- Write a personal letter
 - Include their key issues, address potential barriers
- Follow up with a phone call
- Follow up with a visit if necessary

Making Decisions

- Decide and notify
- Gather input, then decide
- Limited delegation
- Consensus



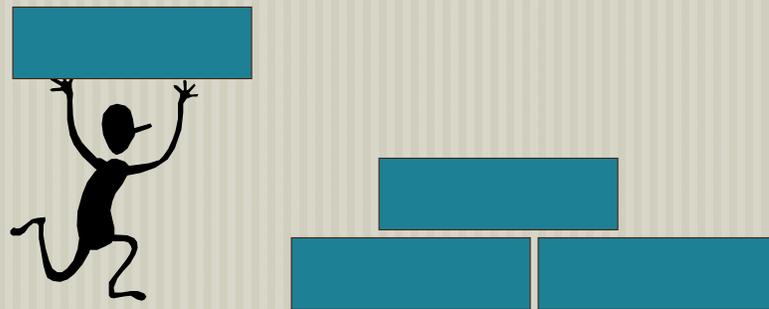
Making Decisions by Consensus

- Consensus is a decision we can live with.
- Include a fall-back position.

Facilitation

Facilitation = to make things easier

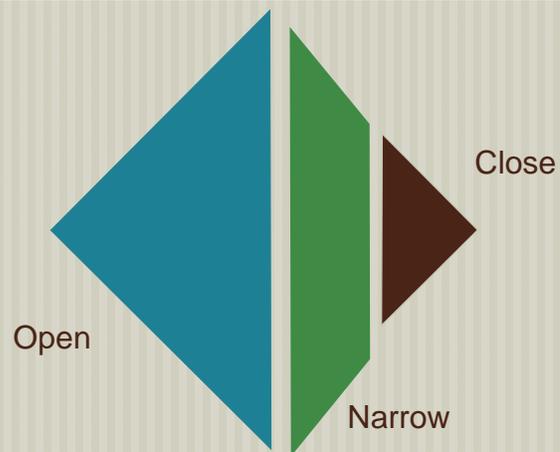
Building an Agreement



Open-Narrow-Close

- Open: Gather information
- Narrow: Organize information
- Close: Select the best approach and reach agreement

Open-Narrow-Close



Active Listening

- Repeat back what is said
- Have someone else repeat back what is said
- Open ended questions



Body Language

- Eye contact
- Lean forward into the group
- Move around to keep energy up
- Body expression



Don't Forget Outreach!

- Stakeholders are a target audience
- Need to be educated on issues
- Stakeholders then help distribute messages
- Give them materials

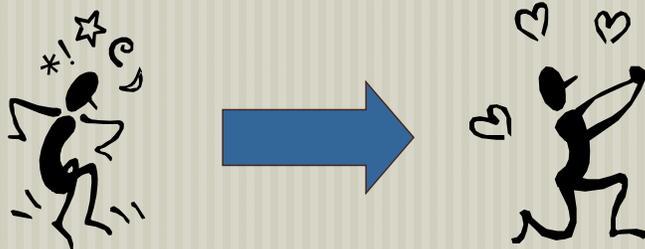
What if they won't come to the table?

- Don't stop trying
- Keep providing them with information
- Work with them one on one

What if you've left someone out?

- Ask the group if additional members are needed
- Recognize up front that the group will be changing

Dealing With Conflict



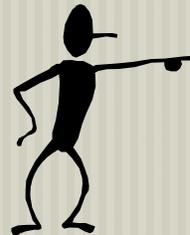
What is Conflict?



- People have different points of view
- People don't believe it's possible to reach agreement
- Each participant feels there is a win/lose solution

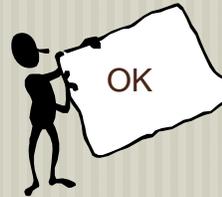
A Need vs. a Position

- Position: I refuse to put up a fence.
- Need: My cows need access to the creek for water.



Resolving Conflict

- Restate each party's position and empathize
- Discover underlying interests
- Ask for proposed options without commitment
- Build small agreements



"We don't want to be told what to do in our watershed or feel pressured to spend money on suggestions from other boards."

"This project is going to cost a lot of money and once the program money is spent we will be left to implement the program."

Tips for Success

1. Start early in the process
2. Recognize differences up front
3. Communicate clearly and often
4. Build on successes
5. Commit resources to complete activities
6. Integrate stakeholders into the rest of the watershed management process
7. Bring in new members

Tips for Success

8. Focus on issues important to them
9. Give praise (thank you notes, awards)
10. Meet only when it's necessary
11. Start and end meetings on time
12. Piggyback onto other efforts
13. Show progress to the group
(data collected, newspaper clippings)
14. Bring food



Charlie's Lemon Pound Cake

- 4 eggs
 - 3 C sugar
 - 3 C flour
 - 2 sticks butter
 - ¼ C Crisco
 - 1 tsp lemon extract
 - 1 C milk
- Cream butter, Crisco and sugar. Add eggs one at a time. Add lemon extract. Add flour and milk, alternating each until well blended. Put in a greased tube pan and in a cold oven. Turn on to 325 degrees for 1 and ½ hours.

Icing

- Melt 2 tb butter in pan. Add juice of 1 lemon. Add 1 C confectioner's sugar. Drizzle over cake while still warm.

Most of All, You Need Patience

