

# Working With Stakeholders to Move the Process Forward

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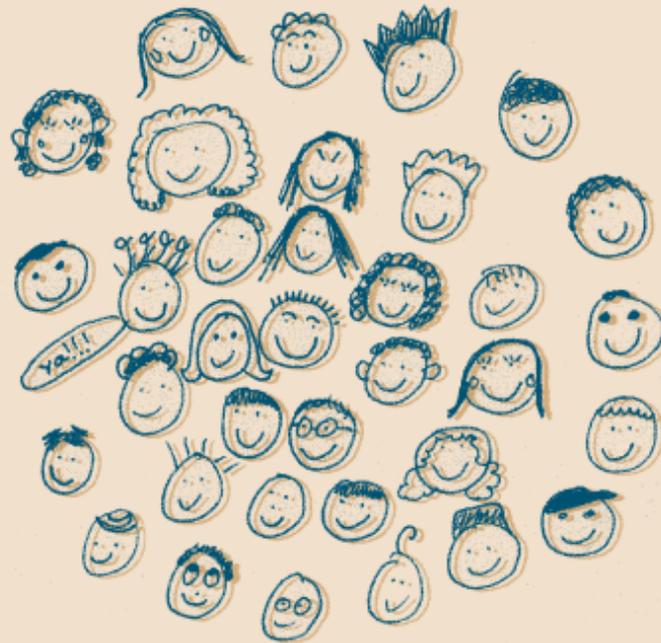
**Charlie MacPherson**

Tetra Tech, Inc.



*Getting in Step:*

## Engaging and Involving Stakeholders in Your Watershed



[www.epa.gov/owow/watershed/outreach/documents](http://www.epa.gov/owow/watershed/outreach/documents)

# What is a stakeholder?

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- 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

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

# At the Beginning...

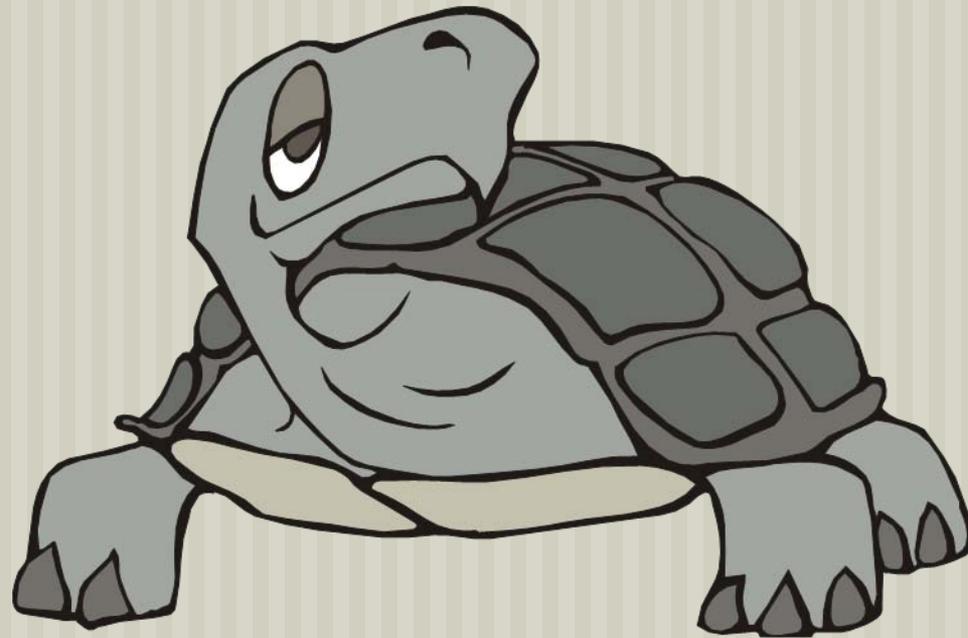
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- What are the driving forces?
- Do you need stakeholder involvement?
- Are there existing groups out there you can tap in to?
- What kind of involvement do you need?

# Stakeholder Involvement...

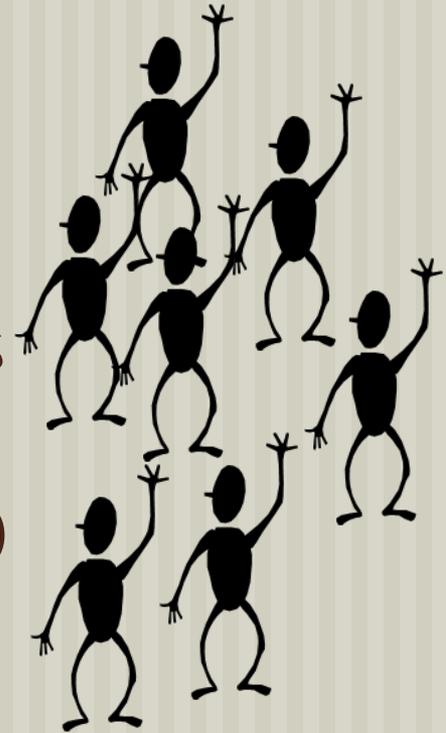
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# 1. Determine who needs to be involved

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- People making decisions
  - Local elected officials
  - Regulators
- People affected by decisions
  - Community organizations (volunteer monitoring groups)
  - Residents
  - Key business groups



# Arroyo Colorado Watershed Partnership

Name	Affiliation
Alan Johnson	Texas State Bank
Alan Moore	Cameron County Drainage District #5
Amado E. Salinas	Military Highway Water Supply Corporation
Andy Garza	Texas State Soil and Water Conservation Board
Butch Palmer Jr.	The Port of Harlingen Authority
Darrell Gunn	City of Harlingen
Don Medina	Lower Rio Grande Valley Storm Water Task Force
Jim Chapman	Sierra Club
John Wallace Clair Lee (Alternate)	U.S. Fish and Wildlife Service— Laguna Atascosa National Wildlife Refuge
Jude A. Benavides	University of Texas Brownsville
Ken Jones	Lower Rio Grande Valley Development Council
Kim Jones Venki Uddameri (Alternate)	Texas A&M Kingsville

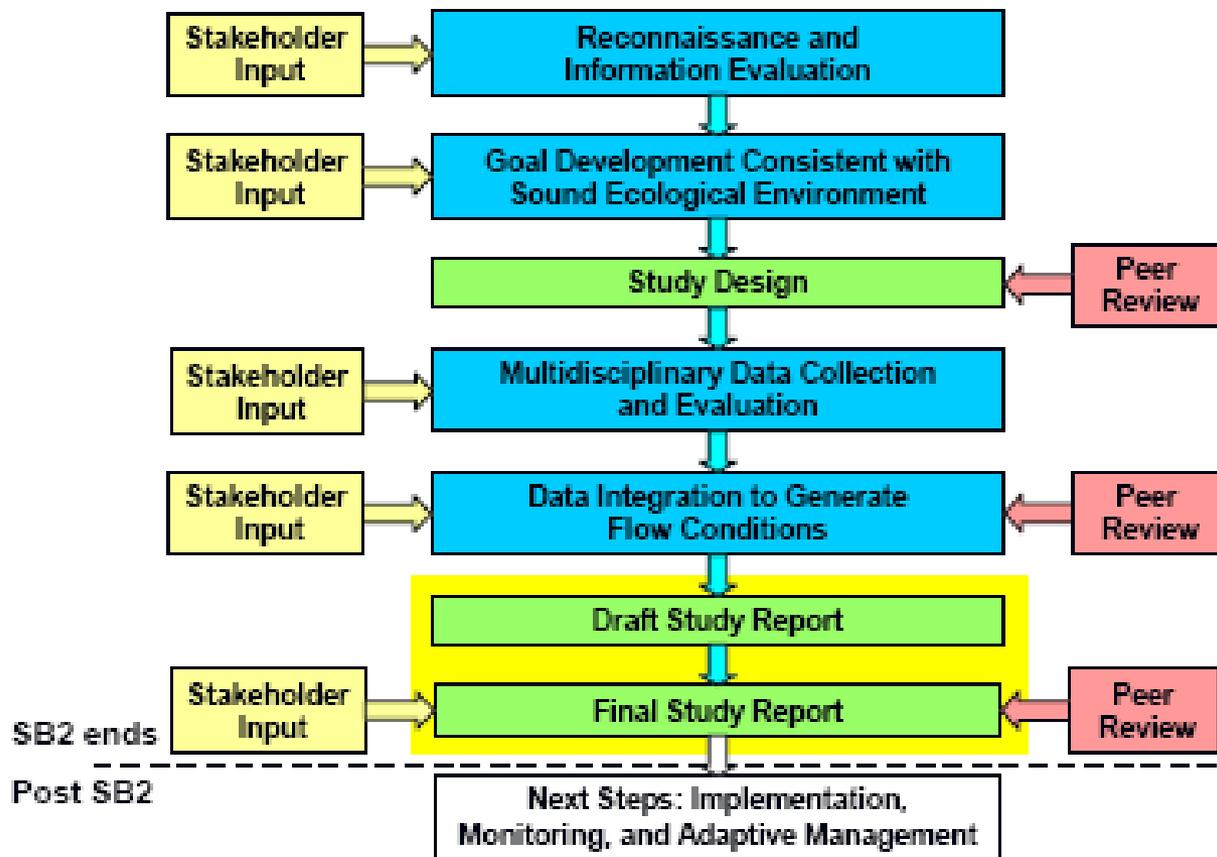
## 2. Identify Roles

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



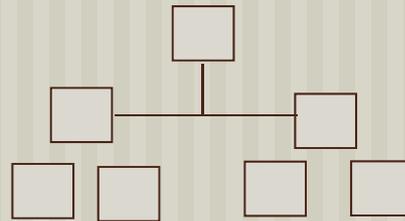
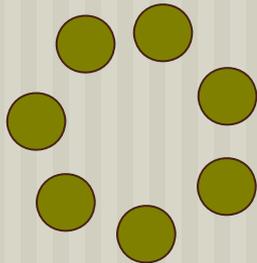
# Stakeholder Input Opportunities



# 3. Define Organizational Structure

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



## Water and Sediment Quality Subcommittee Members

**Scott Aspelin**

Port of Houston Authority  
[sasapelin@poha.com](mailto:sasapelin@poha.com)

**Tammy Brooks**

Texas General Land Office  
[tammy.brooks@glo.state.tx.us](mailto:tammy.brooks@glo.state.tx.us)

**Reed Eichelberger**

San Jacinto River Authority  
[reed@sjra.net](mailto:reed@sjra.net)

**John Jacob**

Texas Sea Grant/Texas  
Cooperative Extension  
[jjacob@tamu.edu](mailto:jjacob@tamu.edu)

**Doug Jacobson**

U.S. EPA (6WQ EM)  
[jacobson.doug@epa.gov](mailto:jacobson.doug@epa.gov)

**Jim Kachtick, P.E.**

Greater Houston Partnership  
[jkachtick@aol.com](mailto:jkachtick@aol.com)

The six subcommittees are:

Natural Resource Uses Subcommittee (NRU)

Water and Sediment Quality Subcommittee (WSQ)

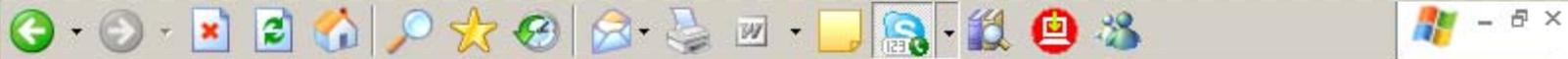
Public Participation and Education Subcommittee (PPE)

Monitoring and Research Subcommittee (M&R)

Budget and Priorities Subcommittee (B&P)

Consistency Review Subcommittee

# TWBD Water Conservation Advisory Council



WORKGROUP	TASKS
<b>Public Awareness &amp; Recognition</b>	<ul style="list-style-type: none"><li>• Monitor the effectiveness of the statewide water conservation public awareness program developed under Section 16.401 and associated local involvement in implementation of the program;</li><li>• Develop and implement a public recognition program for water conservation;</li></ul>
<b>Metrics &amp; Trends</b>	<ul style="list-style-type: none"><li>• Monitor trends in water conservation implementation; Monitor target and goal guidelines for water conservation to be considered by the board and commission.</li></ul>
<b>Regional Plan Implementation</b>	<ul style="list-style-type: none"><li>• Monitor the implementation of water conservation strategies by water users included in regional water plans; and</li></ul>
<b>Resource Library &amp; BMPs</b>	<ul style="list-style-type: none"><li>• Monitor new technologies for possible inclusion by the board as best management practices in the best management practices guide developed by the water conservation implementation task force under Chapter 109, Acts of the 78th Legislature, Regular Session, 2003;</li><li>• Develop and implement a state water management resource library;</li></ul>
<b>Certified Training</b>	<ul style="list-style-type: none"><li>• The Council shall conduct a study to evaluate the desirability of requiring the Board to:<ol style="list-style-type: none"><li>(1) designate as certified water conservation training facilities entities and programs that provide assistance to retail public utilities in developing water conservation plans under Section 13.146; and</li><li>(2) give preference to certified water conservation training facilities in making loans or grants for water conservation training and education activities.</li></ol></li></ul>

# \$64,000 Question

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

# 4. Collect information

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- Information needed
  - Demographics
  - Values/concerns
  - Communication channels
  - Attitudes/perceptions

# WRWP OPEN HOUSE

Tuesday, September 28th

Between 5:00 and 8:00pm

*Minnetrista Cultural Center*

*See what the community has accomplished and learn  
what is planned for the future!*

# 5. Develop Messages

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- 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”

### Why is agriculture use important?

Agricultural use is found throughout the bay area, especially in Liberty and Brazoria counties. Important agricultural activities such as raising livestock and growing major crops — rice, sorghum, soybeans, and corn — generates an estimated \$130 million per year. Click [here](#) for more information.



### How does agriculture impact the bay?

Agricultural land use surrounding the bay has been declining for many years. Nevertheless, agriculture, and particularly irrigated agriculture such as rice farming, can be an important factor affecting the bay system. Irrigation, erosion control and pest control practices can affect the amount, timing, and quality of freshwater inflows.

Other impacts on the bay include:

- water quality degradation through the introduction of fecal coliform bacteria from livestock waste and the introduction of nutrients, herbicides and pesticides from crop management;
- conversion of agricultural land to more urban uses can result in even greater impact on water supply and quality of runoff to the bay system.

### How does the Estuary Program help agricultural businesses?

The Galveston Bay Estuary Program provides [resources](#) and periodic [funding](#) for you to help conserve the bay. Specifically, the Estuary Program provides:

- Information on grant programs and help with proposals
- Assistance organizing and conducting workshops and training
- Letters of support for local projects

### How can my agriculture business help?

**Reduce** your contribution of non-point source pollution (NPS). Non-point source pollution consists of constituents in water (including pollutants) originating from diffuse, land-based sources, and generally transported in runoff from precipitation. Agriculture sources of NPS include crop production, pastureland, rangeland, feed lots, aquaculture and livestock management areas. Visit the [Natural Resources Conservation Services Web site](#) and the [EPA Web site](#) to learn what farmers and ranchers are doing to protect water quality.

**Attend** a watershed protection partnership meeting in your area. Contact [Steven Johnston](#), Water Sediment and Quality Coordinator, for more information.

**Become** a [GBEP Partner](#) and help preserve Galveston Bay for generations to come.

For more information about agricultural partnerships, contact [Scott Jones](#), Public Participation and Education Coordinator.

Subscribe to receive [GBEP News and Information](#).

# 6. Invite them to participate

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

**Contact:** Bonnie Nash

**Phone:** (317)232-8596

**Email:** [bnash@dem.state.in.us](mailto:bnash@dem.state.in.us)

**For Immediate Release:** Aug 27, 2004

## **Public invited to learn about improving water quality in Lambs Creek and Indian Creek watersheds**

**Who:**

Indiana Department of Environmental Management

**What:**

Public information meeting to explain the process involved in improving water quality in the Lambs Creek and Indian Creek Watersheds

**When:**

Monday, August 30, 6 to 8 p.m. (local time)

**Where:**

Morgan County Public Library, 110 S. Jefferson St., Martinsville, Indiana

**Web site:**

[www.IN.gov/idem/water/planbr/wqs/tmdl/index.html](http://www.IN.gov/idem/water/planbr/wqs/tmdl/index.html)

Morgan County residents can learn what's being done to improve water quality in the Lambs Creek and Indiana Creek watersheds at an informational meeting on Monday, August 30, from 6 to 8 p.m. at the Morgan County Public Library, 110 S. Jefferson St., Martinsville.

Specialists from the Indiana Department of Environmental Management (IDEM) will explain to residents how they can be involved in the state's process for determining what is causing water quality to be poor and how to improve it.

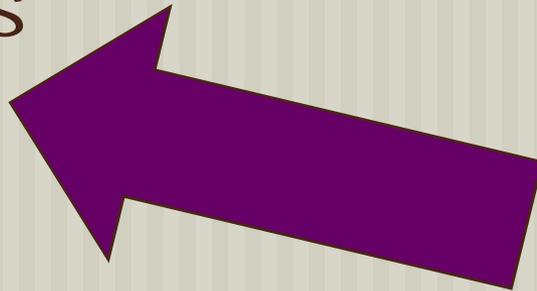
The Indian Creek Watershed includes Indian, Bear, Robertson, Camp and Sand creeks. Lambs Creek is the only impaired waterbody in its watershed.

Water samples taken from various locations in the watersheds show levels of E. coli bacteria above those allowed under federal water quality standards. Accordingly, under the federal Clean Water Act, Indiana must determine the Total Maximum Daily Load (TMDL) or maximum amount of contaminants the water can take in and still meet water quality

# Making Decisions

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



# Making Decisions by Consensus

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

# Facilitation

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Facilitation = to make things easier

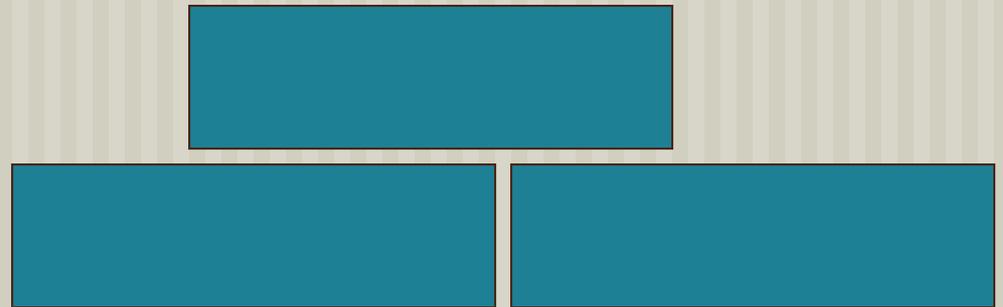
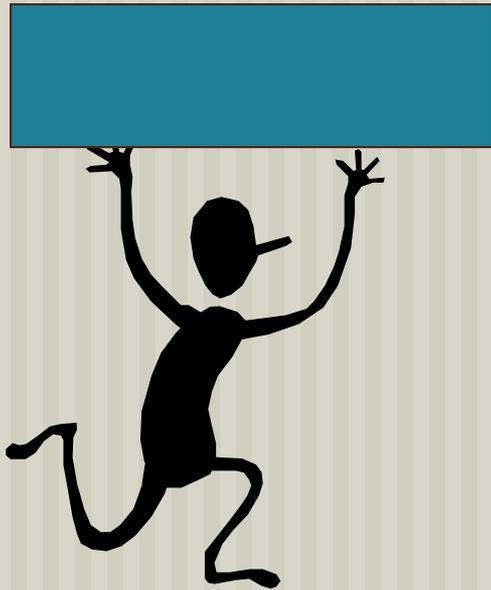
# Role of the Facilitator

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- Helps the leader and participants focus on the content
- Makes sure everyone has a chance to participate
- Defends others from personal attack
- Make suggestions on how to proceed
- Builds agreements

# Building an Agreement

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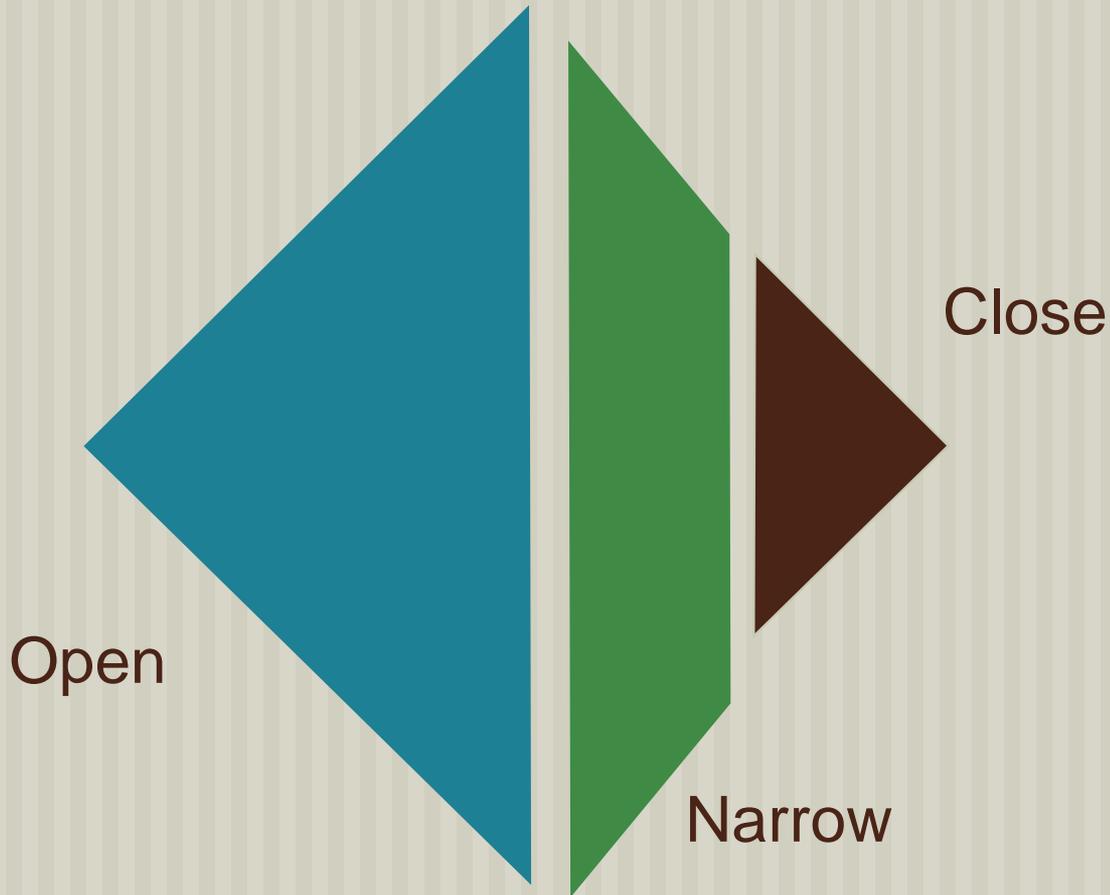
# Open-Narrow-Close

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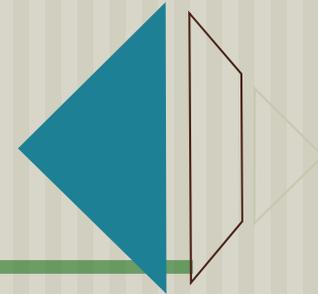
- Open: Gather information
- Narrow: Organize information
- Close: Select the best approach and reach agreement

# Open-Narrow-Close

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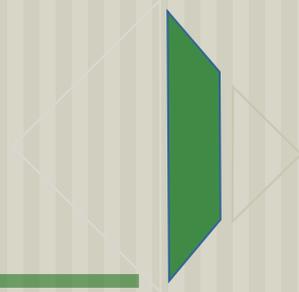
# Open



- Propose (limited opening)
  - Someone leads off a discussion
- List (moderate opening)
  - Let's list 4 or 5 items to be addressed
- Brainstorm (wide opening)
  - Let's get our ideas out before considering them
- Clarify

# Narrow

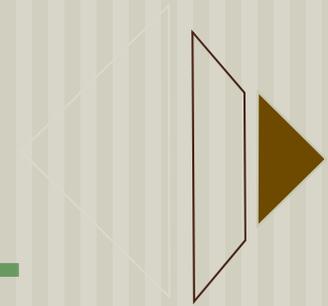
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- Combine obvious duplicates to eliminate redundancy
- Prioritize using  $N/3$  (number of ideas and divide by 3 = the number of votes each person gets)
- Advocate (allow anyone to advocate for an issue)

# Close

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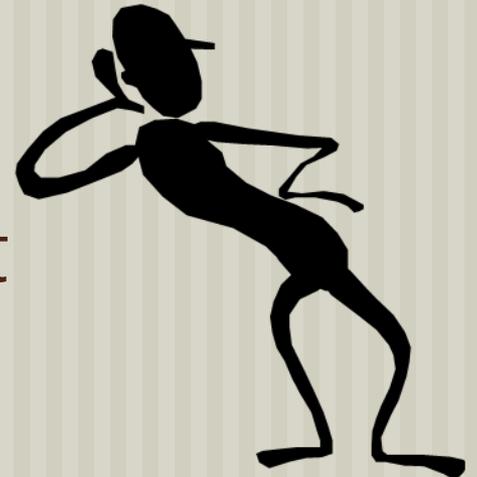


- Negative poll (is there anyone not willing to take #5 off the list?)
- Build up/eliminate (what can we add to option B to make it work for you?)
- Straw poll (let's get a quick show of hands of how many people want to keep this one")
- Both/and (Can we go with both items?)

# Active Listening

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



# Focus

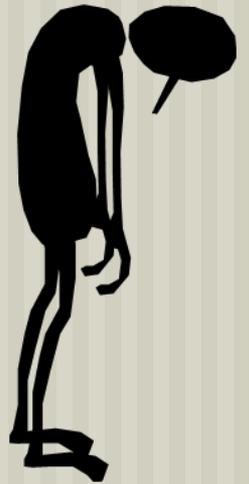
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- One step at a time
- Break it up into small chunks

# Body Language

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



# What to Watch For

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- Possible agreements
- Questions
- Process suggestions
- Creative ideas
- Energy level



# Don't Forget Outreach!

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

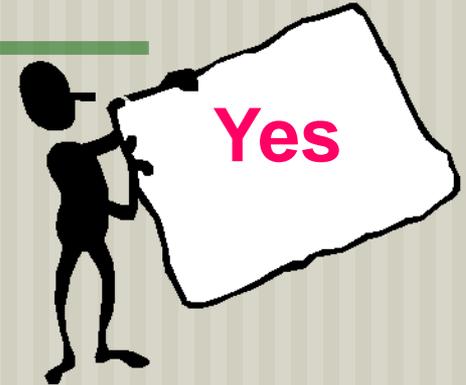
# Tips for Success

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- Start early
- Recognize differences
- Communicate clearly and often
- Be honest
- Build on successes
- Commit resources to complete activities
- Integrate stakeholders into the rest of the watershed management process

# Tips for Success

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- Bring in new members
- Focus on issues important to them
- Give praise (thank you notes, awards)
- Meet only when it's necessary
- Start and end meetings on time

## **In Appreciation**

The Adams County Soil Conservation Board of Supervisors would like to take this opportunity to thank all of the farmers and ranchers who have participated in implementing sound conservation practices to the land.

Thanks to NRCS, FSA, KNDC, Extension, County Commissioners, Hettinger Research Center, ND State Health Dept., Plant Materials Center, NDSU, Pheasants Forever Chapters, volunteers, contractors, technicians and the many farm and business organizations for their cooperation and assistance in 2003.

# Tips for Success

- Piggyback onto other efforts
- Show progress to the group (data collected, newspaper clippings)
- Bring food



**Group Activities**

# Charlie's Lemon Pound Cake

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- 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.

## **Our Accomplishments:**

- 8,000 acres of wetlands and habitats have been saved through preservation and restoration efforts.
- Fish, selfish, and colonial water birds are being protected through habitat projects.
- Water quality is being enhanced Public Health is being protected by an ongoing Seafood Safety monitoring program.
- The Beneficial Uses Groups, a multi-agency team, has successfully used material from maintenance dredging of the Houston Ship Channel to restore more than 2,000 acres of wetlands, bird-nesting uplands, and oyster reef.
- Reliant Energy, Texas Genco II, the Estuary Program and other restoration partners have successfully maintained a nursery that produces 350,000-500,000 wetlands plants each year.

# What if they won't come to the table?

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

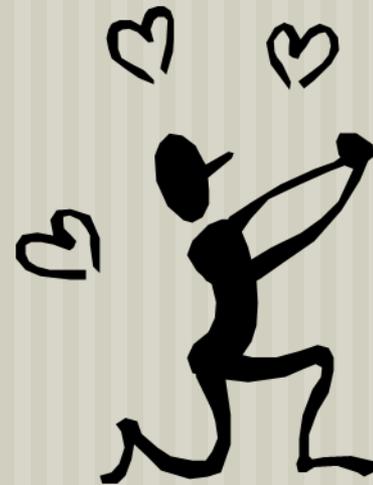
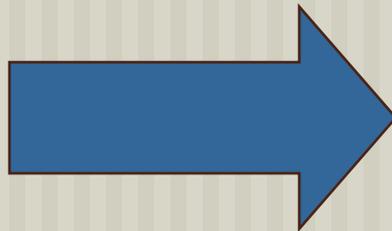
# What if you've left someone out?

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

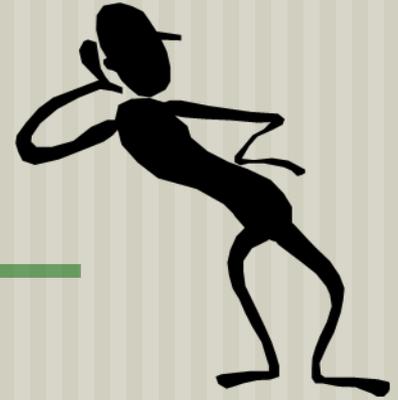
# Dealing With Conflict

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# Difficult Behaviors

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- Boomerang
  - (throw question back to the group)
- Ask/say
  - (It's very quiet here.  
What does this silence mean?)

# Difficult Behaviors (cont.)

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- Enforce agreements
  - (Remember we said we were going to...?)
- Accept and defer/deal
  - (I understand you're frustrated. Can you hang in for 10 more minutes?)

# What is Conflict?

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- 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

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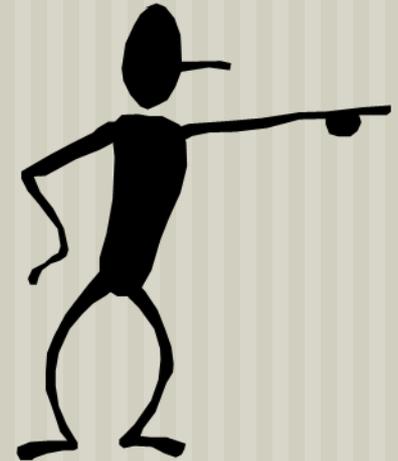
“We don’t want to be told what to do in our watershed or feel pressured to spend money on suggestions from other boards.”

“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.”

# A Need vs. a Position

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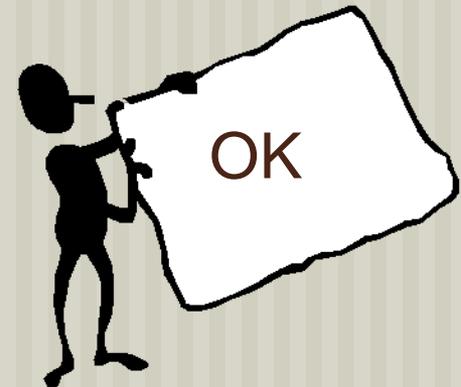
- Position: I refuse to put up a fence.
- Need: My cows need access to the creek for water.



# Resolving Conflict

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



# Tips

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- Meet with the individuals separately
- Get the barriers out in the open
  - “Why isn’t this going to work?”

# Most of All, You Need Patience

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