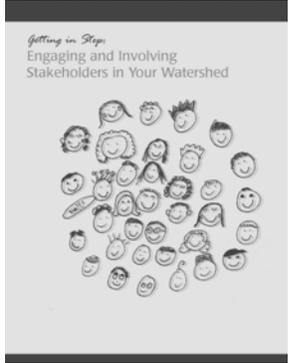


## Working With Stakeholders to Move the Process Forward

**Charlie MacPherson**  
Tetra Tech, Inc.




*Getting in Steps*  
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?

- 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

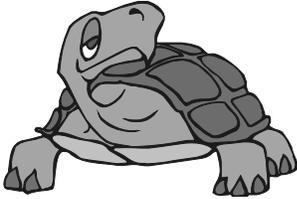
- Assists with problem identification
- Promotes awareness, education, and action
- Facilitates implementation of solutions

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

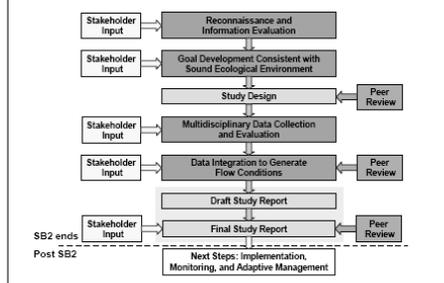


## 2. Identify Roles

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

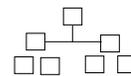


### Stakeholder Input Opportunities



## 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?

## 4. Collect information

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

## 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

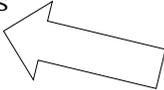
---

- 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.

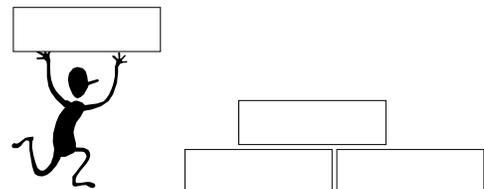
## Facilitation

---

Facilitation = to make things easier

## Building an Agreement

---



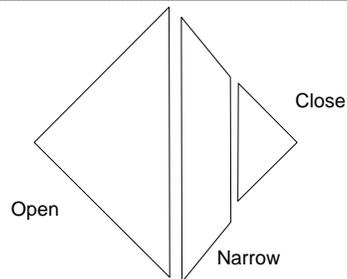
## Open-Narrow-Close

---

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

## Open-Narrow-Close

---



## 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

---



- 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

---



- 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

---

- 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



## What to Watch For

---

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



## Don't Forget Outreach!

---

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

## Tips for Success

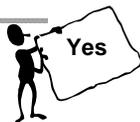
---

- 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

---

- 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



## Tips for Success

---

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

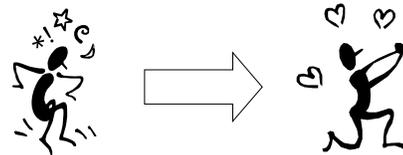
## What if they won't come to the table?

- 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

"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

---

- 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



## Tips

---

- 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

---

