



Managing Stakeholder Involvement

Concepts in Participatory Decision Making

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[Presentation Available at...]

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...but not today

Objective: Answer 5 Questions

- Why involve stakeholders (and why should they want to be involved?)
- Who are stakeholders?
- What should stakeholders be asked to do?
- When should stakeholders be involved?
- How should stakeholders be involved?

Why Involve Stakeholders?

- Achieve five social goals*
 - Incorporate public interests and values into decision-making
 - Increase quality of public decisions
 - Educate the public
 - Foster trust in institutions
 - Reduce conflict

*Thomas C. Beierle and Jerry Cayford, *Democracy in Practice: Public Participation in Environmental Decisions*. Resources for the Future, Washington, DC. 2002

Why Involve Stakeholders?

- From a practical perspective:
 - Increase citizen participation
 - Improve the substance of a proposed rule
 - Reduce the social costs of rule implementation
 - Reduce time from rule proposal to rule implementation
 - Increase compliance
 - Reduce litigation

Why Should Stakeholders Want to Get Involved?

- They share a common concern and agree that the issue needs to be resolved
- They are interdependent to some degree
- They are unable to influence decisions in other arenas

Who are Stakeholders?

- Rule of Three:



1. Those who are affected by a policy decision
2. Those who can affect a policy decision
3. Those who have the resources and authority to carry out a policy decision

Who are Stakeholders?

- For most municipal tree ordinance decisions:
 - City Appearance Commission (or related organization)
 - Neighborhood Associations
 - Homebuilders & Developers
 - Realtors
 - Conservation Organizations
 - Chamber of Commerce
 - Local Gov't: Planners, code enforcement, arborists

What Should Stakeholders be Asked to Do?

- Define general purpose and goals of the ordinance
 - Maintain visual appearance? Provide wildlife habitat? Protect water quality?
- Determine location and scope
 - Geographic locations & types of development covered by the ordinance
- Define management strategies that meet goals and satisfy community interests

How Should Stakeholders be Involved?

IAP2 Spectrum of Public Participation



Increasing Level of Public Impact

**Public
participation
goal**

Inform

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Consult

To obtain public feedback on analysis, alternatives and/or decisions.

Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

Empower

To place final decision-making in the hands of the public.

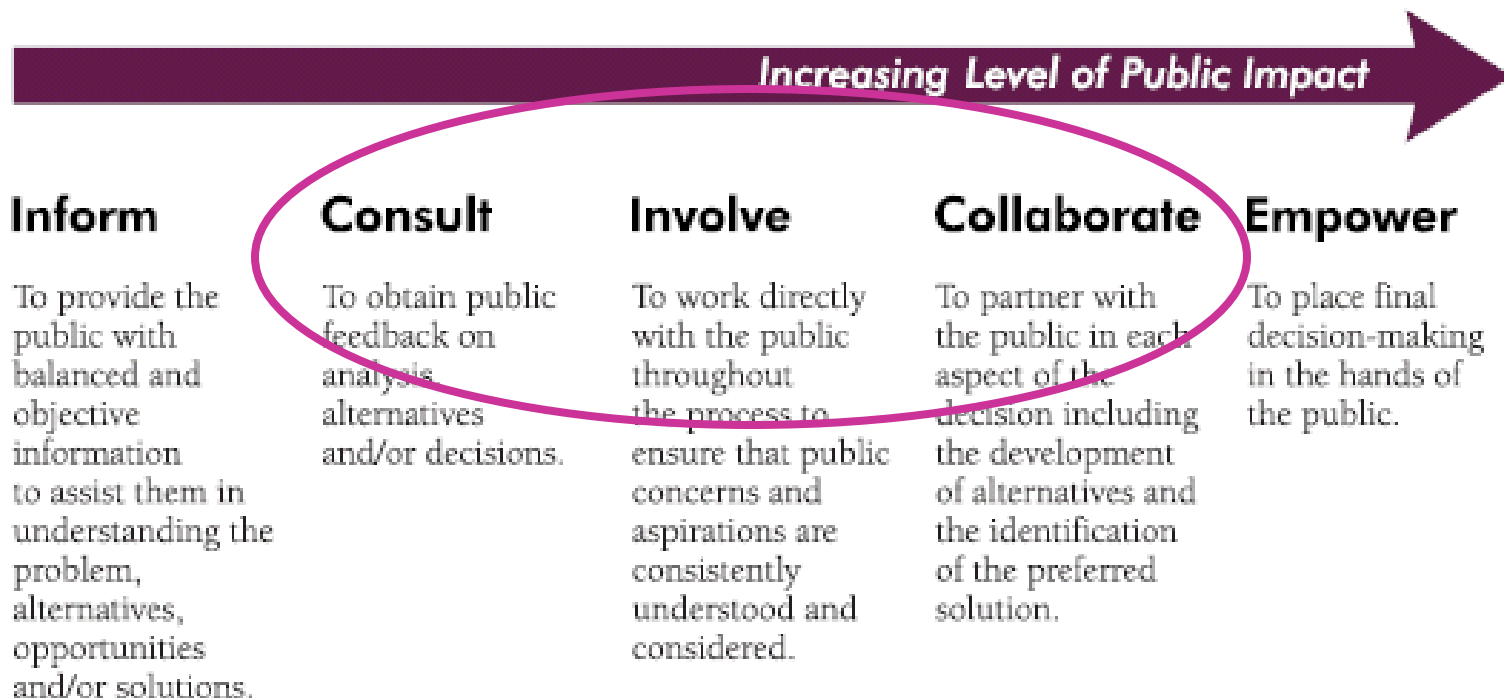
How Should Stakeholders be Involved?

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 - Provide them with balanced and objective information
- Consult with them
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- Involve them
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How Should Stakeholders be Involved?

- Collaborate with them
 - Partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution
- Empower them
 - Place final decision making in the hands of the public

How Should Stakeholders be Involved?



Involvement (Feedback/Consultation)

- Use a feedback/consultation process if your goal is to...
 - Stimulate joint thinking to resolve persistent problems
 - Engage citizens in meaningful discussions of issues of general concern
 - Work through stakeholder concerns while reserving decision making power

Meaningful Feedback / Consultation

- Provide adequate notice
- Clearly communicate objectives and roles
- Create multi-way information flows

Meaningful Feedback / Consultation

Structure public events to facilitate *multi-way* communication



Meaningful Feedback / Consultation

- Limit opportunities for ‘grandstanding.’ Provide and advertise other forums for support & opposition.
- Circulate information gathered during public events
- Clearly link citizen feedback with decisions made by agency or elected leaders
- Follow through on promises

Collaboration (Consensus Seeking)

- Use a consensus seeking process if your goal is to...
 - Make decisions in highly controversial situations
 - Involve stakeholders in developing creative solutions
 - Work out a mutually acceptable approach with parties who can block implementation
 - Coordinate multiple agencies in decision making to improve implementation

Use a Collaborative Processes

■ When...

- Parties do not trust informal discussions between the agency and other interests groups
- Parties can satisfy their interests through cooperation
- Parties agree that there is a problem and are compelled to find a solution

Use a Collaborative Processes

■ When...

- Parties are relatively well organized, can select someone to represent their interests, and maintain communication links with their representative
- The agency has the time and resources to commit to such a process
- The agency is willing to implement the negotiated agreement

[Key Steps]

- Convene stakeholders
- Clarify responsibilities
- Deliberate
- Decide
- Implement agreements

Convening Stakeholders

- Agency or other convenor brings participants together
- Participation is the key to legitimacy—the question of who should be at the table deserves careful consideration
- Conduct a ‘situation assessment’ to determine whether and how a consensus-building process should be structured

Clarifying Responsibilities

- Procedures, roles and responsibilities of all parties must be clarified and understood
 - Stakeholder participants
 - Agency staff
 - Neutral facilitator
 - Technical experts
- Define the rules of the process
 - Rights and responsibilities of participants
 - Authority of the group and nature of final product
 - Guidelines for interaction
 - Decision-making process
 - Strategies for handling disagreements

[Deliberating]

- **Agree on information** to be used and how disagreements about information will be worked out
- **Identify important interests** of all parties
- **Generate a negotiation agenda** – issues to be deliberated and the range of choices among them
- **Brainstorm options** to mutually satisfy interests

Generate Four “Lists”

Issues

- The topics to be discussed and deliberated
- Issues define the problem(s)

Examples:

- Limiting clear cutting of large parcels
- Project delays from additional plan review and site visits
- Tree planting requirements
- Placement of utilities and trees

Objectives

- The outcomes you want to achieve through a tree ordinance

Examples:

- Maintain trees in a healthy condition
- Conserve trees to reduce loss or depletion
- Establish & maintain age and species diversity
- Secure sufficient staffing and funding

Interests

- The needs, wants, desires of stakeholders

Examples:

- Develop in a planned way
- Preserve healthy stands for habitat and water quality
- Protect community appearance
- Keep regulations simple, easy to enforce, and low cost to enforce
- Keep housing affordable

Options

- Methods that meet objectives & satisfy interests

Examples:

- Protect root zone + 5 ft during construction
- Incorporate riparian buffers as “tree save” areas
- Increase buffer yard widths
- Protect contiguous tree stands
- Increase tree planting in public parks and right-of-ways

[Deciding]

- Identify objective criteria for evaluating options
- Use decision-making criteria identified earlier to guide consensus work

Implementing Agreements

- **Ratify** the decision – make sure all parties have the support of their constituents
- Devise the means to **hold the parties to their commitments**
- **Integrate** decision into formal and/or political decision-making process
- **Monitor** decision outcomes
- **Reconvene** if necessary

[Summary]

- Land use decisions (tree conservation among them) are among a class of highly complex and highly contentious issues
- Participation by stakeholders in land use decisions is one key to managing conflict
- Fit the forum to your objectives
- The record of successful consensus-building process is growing