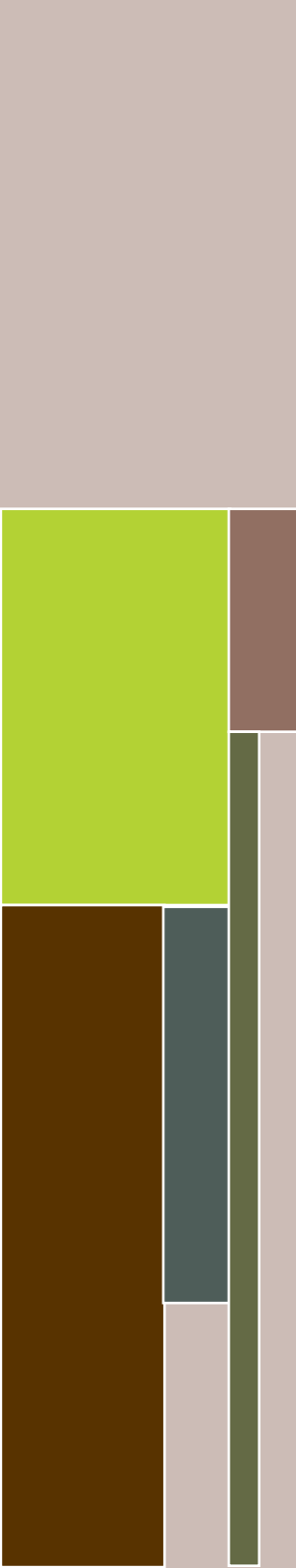




Stakeholder Analysis for Value Extraction Projects

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Stakeholder Analysis for Value Extraction Projects

No matter what the project, a variety of stakeholders exist, even for the proposed value extraction projects. Each project does not have the same list of stakeholders, and not every stakeholder may be interested in a project or exert influence over it. This guide will outline the process of identifying stakeholders, sorting stakeholders according to interest and influence, outline the stakeholders and their characteristics for the projects proposed, and set out the identified stakeholders for the 11 identified value extraction projects assessed during the research project.



Goals and
Objectives must
be defined
for effective
communication to
stakeholders

Step 1: Define the Project

Before any stakeholder analysis is conducted, the goals and objectives for the project should be defined so that they can be effectively communicated to the stakeholders when attempting to gain their understanding. Furthermore, outlining potential pros and cons of the project helps in determining who the stakeholders may be.

Step 2: Identify Stakeholders

Based on the nature of the project, its location, and potential duration potential impacts and pros and cons, stakeholders can be identified. This includes both internal (different departments) and external stakeholders (all interested and influential parties outside of the organization).

There are a variety of ways to identify stakeholders. Although it's not always possible to think of every interested party, the following are some approaches to encompassing as many interested groups as possible.



A series of questions can help identify stakeholders. Isolate stakeholders by interest or sort them by sector or location.

Questions to Ask

The following are questions that should be asked to determine who might be a stakeholder (Creighton, 2005).

- Who might be affected?
- Who might be involved in the project?
- Who may support the project?
- Who might oppose the project?
- Who can delay the project?
- Who can stop it?
- Who has jurisdiction over influencing the project?
- Of those stakeholders identified, who might they influence regarding the project and who will become interested in the project?

Interest Type

Isolating particular interests can help make the process of identifying stakeholders more manageable, as each stakeholder likely has a primary reason for their concern with the project (Creighton, 2005).

- Economic—Those who may obtain an economic gain or suffer an economic loss, or even those who might be concerned with which other stakeholders may see a gain or loss
- Application—Those who may use or operate the result of the project, or those who may suffer the loss/reduction in use of another resource
- Regulatory—Government agencies responsible for regulations or other civic-related items that the project may need to meet or falls under
- Proximity—Those nearby who the project could impact, including landowners and businesses, which could involve groups at great distance depending on the impact (visual, environmental, traffic, etc.)
- Political—Those who may feel compelled to be involved due to their values, elected status, or desire to be involved in certain spheres of influence

Identity

According to Creighton (Creighton, 2005) an easy way to organize stakeholders is to sort them by the sector they fall into.

- Public—External governmental and publicly-owned entities that may have authority over the project, can

be influenced by the public to take interest in the project, or have resources to contribute

- Internal—Other departments within your organization that may have issues with the project or resources to contribute
- Private—Businesses, religious and residential organizations that may be impacted
- Interest Groups—Coalitions, advocacy groups, and other organizations that have a core interest that may align or be in conflict with the project (environmental, social, trade, etc.)
- Individuals—Homeowners, landowners, and community leaders that may be impacted

Location

Three different levels of stakeholders may exist, especially when it comes to regulations:

- Local—within municipality, county, and other local jurisdictions
 - rural or urban
- Regional—within states, corridors, and regional coalitions (including Mexico)
- National

Common stakeholders can be found in the following categories:

- Government (municipal, county, school, regional entities, state, federal)
- Elected officials
- Agencies
- Nearby landowners
- Nearby business owners
- Internal
 - Other departments
 - Employees
- Transportation facility users
- Activist groups
- Coalitions/Interests groups
- Experts/Industry analysts
- General public

For the 11 value extraction strategies that the research reviewed the following stakeholders have been identified for each potential value extraction strategy.

Property Management

- Local government
 - Zoning/Planning department
 - Mayor/Council
- State government & legislators
- Nearby landowners
- Nearby businesses
- General public
- Potential buyers, developers, or investors
- Employees
- Transit agency
- Transportation agencies (FHWA, and AASHTO)
- Environmental agencies
- Texas General Land Office (GLO)

Rest Area

- Local government
 - Zoning/Planning department
 - Mayor/Council
- State government & legislators
- Nearby landowners
- Nearby Businesses
- General public
- Potential developers or investors
- TXDOT Employees
- FHWA and AASHTO
- Utility providers
- Environmental agencies
- Community representatives
- GLO

Airspace Leasing: Buildings

- Local government
 - Zoning/Planning department
 - Mayor/Council
- Nearby landowners
- Nearby businesses
- Nearby residents
- General public
- Potential developers
- TXDOT employees
- Transit agency
- Utility providers
- Environmental Agencies
- Community Representatives
- FHWA and AASHTO

Airspace Leasing: Parking Lot

- Local government
 - Zoning/Planning department
 - Mayor/Council

- Public Works/Transportation department

- Nearby landowners
- Nearby businesses
- Nearby residents
- General public
- TXDOT employees
- Police and Fire departments
- Transit agency
- Environmental agencies
- Community representatives
- FHWA and AASHTO
- Department of Public Safety

Airspace Leasing: Utilities

- Local government
 - Zoning/Planning department
 - Mayor/Council
- Utility providers
- Telecommunication companies
- Tower leasing companies
- Oil & Gas companies
- General public
- FHWA, FAA and AASHTO
- Nearby residents
- Nearby landowners
- TXDOT employees
- Transit agency
- Environmental agencies
- Community representatives
- State representatives for district

Advertising

- State government & legislators
- Local Zoning/Planning department
- Advertising and marketing companies
- Nearby landowners
- Nearby businesses
- Nearby residents
- General public
- TXDOT employees
- Transit agency
- Environmental agencies
- FHWA and AASHTO

Solar Panels

- Local government
 - Public Works/City/Transportation department
 - Zoning/Planning department
 - Mayor/Council
- State government & legislators
- Nearby landowners

- Community representatives
- General public
- Developers or investors
- TXDOT employees
- Transit agency
- GLO
- Utility providers
- Department of Energy
- FHWA, FAA and AASHTO
- Corps of Engineers
- Environmental agencies
- Solar panel vendors
- Telecommunication companies
- Department of Defense

Wind Turbines

- Local government
 - Public Works/City/Transportation department
 - Zoning/Planning department
 - Mayor/Council
- State government & legislators
- Nearby landowners
- Community representatives
- General public
- Developers or investors
- TXDOT employees
- Transit agency
- GLO
- Utility providers
- Department of Energy
- FHWA, FAA and AASHTO
- Environmental agencies
- Corp. of Engineers
- Wind turbine vendors
- Telecommunication companies
- Department of Defense

Geothermal Energy

- Local government
 - Public Works/City/DOT
 - Mayor/Council
 - Zoning/Planning department
- State government & legislators
- Nearby landowners
- Community representatives
- General public
- Developers or investors
- TXDOT employees
- Transit agency
- GLO

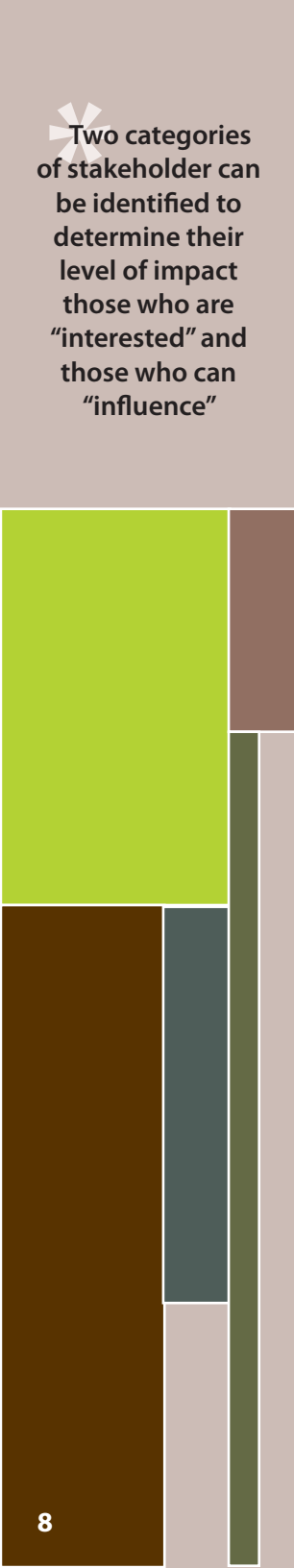
- Utility providers
- Department of Energy
- FHWA, FAA and AASHTO
- Environmental agencies
- Corps of Engineers
- Geothermal system vendors
- Department of Defense

Carbon Sequestration

- Local government
 - Public Works/City/DOT
 - Zoning/Planning department
- State government & legislators
- Nearby landowners
- General public
- Developers or investors
- TXDOT employees
- GLO
- Utility providers
- Department of Energy
- FHWA and AASHTO
- Environmental agencies
- Corps of Engineers
- Carbon sequestration experts
- Carbon market personnel

Biomass

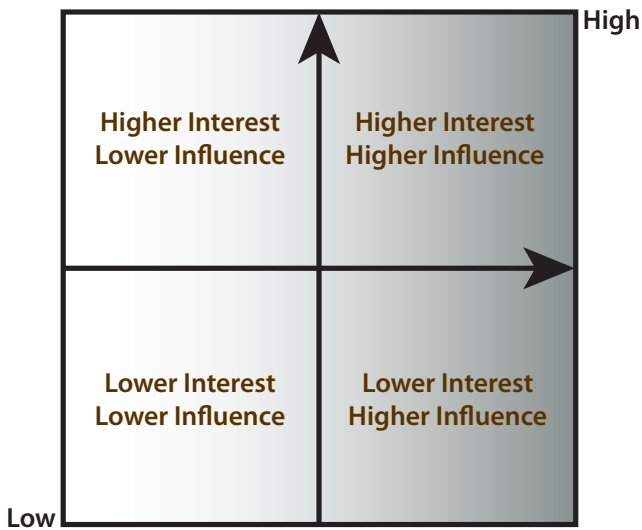
- Local government
 - Public Works/City/DOT
 - Mayor/Council
 - Zoning/Planning department
- State government & legislators
- Nearby landowners or farmers
- Community representatives
- General public
- Developers or investors
- TXDOT employees
- Utility providers
- Transit agency
- GLO
- Department of Energy
- FHWA and AASHTO
- Environmental agencies
- Corps of Engineers
- Biofuel suppliers (i.e., gas stations)
- Biofuel companies (i.e., biorefineries)



Two categories of stakeholder can be identified to determine their level of impact those who are “interested” and those who can “influence”

Step 3: Stakeholder Analysis

There are generally two categories a stakeholder can be evaluated to determine their potential level of impact on the project: interest and influence. A stakeholder’s interest means how important the project is to their values, operations, and/or goals. A stakeholder’s influence means how much ability the stakeholder has to alter the project, whether that means championing, changing the scope, delaying, or completely stopping the project altogether. Each stakeholder can be ranked according to their interest and influence in order to determine the proper level of engagement for that stakeholder, and to understand how they might become involved in the project’s process.



Interest

Interest relates how likely the stakeholder would like to know about the project and the process. It can also be perceived as the likelihood of conflict arising if the stakeholder is not involved.

There are three general categories of interest:

1. Interest from direct impact or ideological beliefs
2. Interest from indirect impact
3. No interest


Interest derived from direct impact or ideological beliefs is the highest form of interest given the sensitive nature of being directly impacted or having strongly held beliefs involved. Indirect impact generates a moderate amount of interest, and can include those who may be influenced to become interested by other highly interested stakeholders that do not have much direct influence over the project. Lastly, no interest likely means the stakeholder may just need to be notified of the project, depending on their level of influence. The first two categories can then be given a level of interest based on how closely their primary goals and concerns are tied to the impacts of the project. Interest should constantly be monitored, as a stakeholder's interest may change depending upon the point of the process, recent developments, or influence from another source.

Influence

Influence refers to the stakeholder's authority to impact the project. Like interest, there are general categories of influence:

1. Authority to stop or allow project
2. Ability to delay or champion project
3. Can fracture or bring together key relationships
4. No influence

The authority to stop or allow a project is the highest level of influence, as these stakeholders are essentially decision makers. They may have a low level of interest, but can be influenced by other stakeholders to become more involved. The ability to delay or champion a project means the stakeholder doesn't have direct influence over the project, but can make the process difficult or persuade others to support the project. Lastly, a stakeholder may be able to influence relationships in a negative or positive light, such as bringing together multiple stakeholders to approve or disapprove as one voice. These categories of influence can then be weighted by their likelihood of being utilized given the current status of the project, but the potential for that utilization should always be monitored.



Meet with
leaders of key
stakeholders
to introduce
them to the
project, identify
conflicts, and
find unidentified
stakeholders

Step 4: Meet with Key Stakeholder Leaders

Once key stakeholders have been identified (those with high levels of interest, influence, or both), meetings with leaders of those stakeholders should be conducted for a variety of reasons.

Introduce Project to the Stakeholder

An initial meeting allows the stakeholder to be introduced to the project directly rather than via secondhand information. Purpose and goals can be directly communicated, and the expectations of the stakeholder can be collected in return.

Identify Potential Conflicts

Perhaps the most important reason for an initial meeting is that it can allow for any potential conflicts to be identified early on, allowing time to prepare and even make changes to the project. Furthermore, this information can help determine the level and type of outreach that will need to follow for that stakeholder.

Ask for Unidentified Stakeholders

Meeting with key stakeholders can lead to finding other important stakeholders that may not have been identified. There are a host of reasons for why someone feels they should be included in a process. This can include people or groups that were thought of as too far away from the project to have interest and/or influence. Asking identified stakeholders to suggest any other interested or influential parties can help avoid surprises later on in the process. The same stakeholder analysis should be applied to these newly identified stakeholders as well.

Public Involvement Techniques

Methods for enhancing public participation have advanced to a point where a substantial body of knowledge is found in the literature (FHWA, 1996; Lawrence, 2003; Creighton, 2005). There are also various techniques that can be utilized to involve communities—especially environmental justice (EJ) communities—to ensure their meaningful participation in the decision making process. TxDOT should consider everything learned about the various communities they want to engage in discussion regarding a value extraction technique.

A first step in the public involvement process should be defining the goals of any proposed outreach and/or participation efforts. The goals and what can be gained will vary, depending on the community and the particular stage of the value extraction planning and implementation process. Prozzi (Prozzi et al., 2006) found that this step is imperative, because the transportation agency should be clear about the information provided to the community and the

decisions they can impact to ensure a trusting relationship. This will be of special importance for value extraction strategies that are new and untested and will require patience and deliberation on all sides.

The transportation agency should also be cognizant of the difference between public consultation and public participation (Tyler, 2003). Public consultation implies that the community is presented a plan – with alternatives – and asked for their views and comments. The agency will then utilize these results to determine and decide how to proceed, bearing all of the responsibility for the decision. This is a passive way of involving the public and does not necessarily indicate that the stakeholders have participated in the decision making. They have been considered but essentially have no ownership or responsibility for project decisions.

Public participation efforts can also be divided into “inform and involve” techniques (Creighton, 2005). As noted by Prozzi (Prozzi et al., 2006) “...this is helpful to evaluate participation techniques in terms of a specific task and to refocus the transportation agency from the typical engineering mindset of decide and defend.” For some communities, including EJ communities, it is foreseeable that more time will be required “informing” EJ communities as the interest in value extraction strategies and their willingness to participate may not come as quickly as in other communities. For example an agency might decide to spend two-thirds of its efforts on “inform” techniques, because the community has shown no previous interest or concern about value extraction projects, and spend the rest of the time and resources on “involve” techniques to ensure better results and a more efficient outcome.

Table 1 identifies a number of public participation techniques, their strengths, and weaknesses.

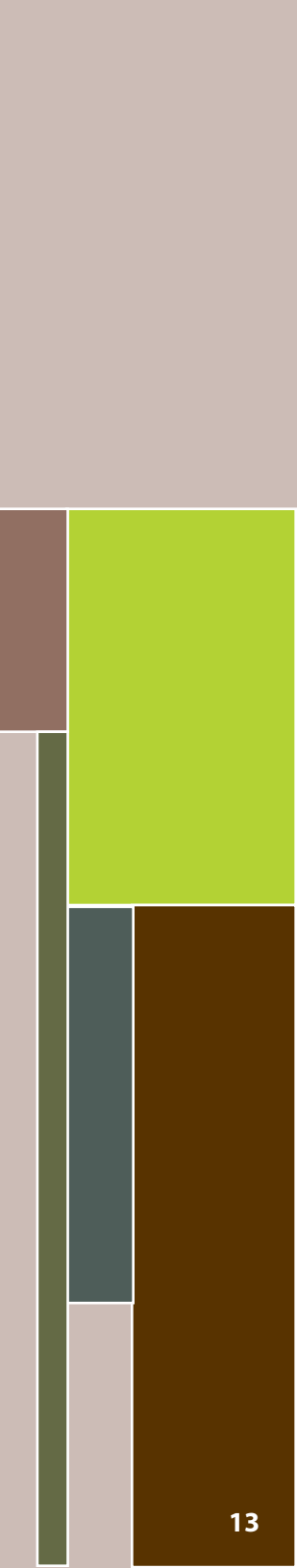



Table 1: Public Participation Techniques

Participation Technique	Details	Strengths	Weaknesses
Personalized Involvement			
Walkabouts	<ul style="list-style-type: none"> • Door-to-door canvassing of neighborhoods • Inform and involve • Opportunities for surveys/interviews • Opportunities to distribute flyers 	<ul style="list-style-type: none"> • Immediate communication with community members • Takes the project and participation opportunities to the communities • More likely to fit into lives of people 	<ul style="list-style-type: none"> • Large time commitment by agency • Relatively small number of people involved
Personalized Letters	<ul style="list-style-type: none"> • Send letters addressed to specific individuals • Send personal invitations to events • Send personal informative letters 	<ul style="list-style-type: none"> • Makes an impact on community members if they think their opinions are important to the agency • More likely to capture public interest in the project 	<ul style="list-style-type: none"> • Costly • Might not significantly increase attendance at events
Outreach Booths	<ul style="list-style-type: none"> • Similar to “info booths” • Set up stands at popular locations within the community • Provide information and involve community members 	<ul style="list-style-type: none"> • Brings participation opportunities to the community • Flexible in terms of time and location • May overcome language barriers 	<ul style="list-style-type: none"> • Many people may not take the time to learn about project and get involved
Local Teams			
Create a Local Team	<ul style="list-style-type: none"> • Teams formed by local community members concerned about the project • Teams help to inform and involve 	<ul style="list-style-type: none"> • Increase attendance at community outreach activities • More personal • Community members relate to other community members better than to agency staff 	<ul style="list-style-type: none"> • Requires substantial resources in terms of time, manpower, and funding • If the community is transitional or too divided, it may be hard to find leaders who are able to bring a strong effort to the community

Participation Technique	Details	Strengths	Weaknesses
Meeting Variations			
Public Meetings	<ul style="list-style-type: none"> • Integrate into the activities people already partake in, such as church activities and community or school events • Increase attendance by having interpreters, refreshments, and staff available to care for children • Multiple meetings at varying times 	<ul style="list-style-type: none"> • Facilitate a large number of community members to get together • Good attendance may produce many results 	<ul style="list-style-type: none"> • Risks low attendance • May not represent full spectrum of community members
Open House	<ul style="list-style-type: none"> • Similar to public meeting but no speeches/lectures • Lots of visual aids • Agency staff speaks to attendees on a one-to-one basis • Opportunities to do surveys/interviews 	<ul style="list-style-type: none"> • Lots of opportunities for feedback • Overcomes language barriers • Flexible in terms of time • Not as strict as public meeting 	<ul style="list-style-type: none"> • Risks low attendance • May not represent full spectrum of community members
Deliberative Polling®	<ul style="list-style-type: none"> • Representative sample of community participates in deliberations about proposed project • Exposed to continuing dialogue with experts and stakeholders • Participants are surveyed before and after deliberations 	<ul style="list-style-type: none"> • Lots of opportunities for feedback • Informed judgments about projects 	<ul style="list-style-type: none"> • Requires substantial resources in terms of time, manpower, and funding • Participants are required to meet at a specified location for a significant period of time (e.g., weekend) • Risks low participation if participants are not compensated • Significant number of barriers to participation (e.g., transportation to location, available time, etc.)

Participation Technique	Details	Strengths	Weaknesses
School Programs			
Create School Programs	<ul style="list-style-type: none"> • Programs to educate the children about the project and then parents receive information from children • Parents attend a school event where children present information and parents participate 	<ul style="list-style-type: none"> • Flexible • Far-reaching • Overcomes language barriers • It can be designed to fit the specific community 	<ul style="list-style-type: none"> • Not all community members connected to school
Media			
Using the Media	<ul style="list-style-type: none"> • Advertise events/ information regarding project using the most popular media resources in area: newspaper, radio, TV, flyers, community news boards, etc. 	<ul style="list-style-type: none"> • Flexible • It can reach a lot of people 	<ul style="list-style-type: none"> • It does not guarantee increased involvement • It can be expensive

For a detailed discussion of various special techniques to enhance public participation, consult the FHWA document entitled “Public Involvement Techniques for Transportation Decision-Making” (FHWA, 1996).



Use the level
of interest
and influence
to determine
the amount of
outreach per
stakeholder that
will be required

Step 5: Determine Outreach per Stakeholder

Based on the level of interest and influence of each stakeholder, and information gathered from any initial meetings, an outreach plan should be devised for each. In general, those with high level of interest will likely require a large amount of engagement, and perhaps be involved in helping the agency to work through any conflicts. If involved, they will also need to be informed how their input is being used in the process. If left out, these stakeholders may seek assistance from stakeholders with less interest, but high levels of influence to alter the project through less productive means. Stakeholders with high levels of influence should receive regular updates and information on the project's process, with two-way communication emphasized to ensure both sides know where everyone is coming from. This helps eliminate surprises for either side.

Furthermore, the type of stakeholder also plays heavily as to the type of outreach to be performed. Government representatives may require constant updates and information, while the public may require not only information, but avenues for input as well.

The following is a general guide to the level of engagement for each quadrant of the interest-influence matrix for which the stakeholders are ranked within (Thompson, not dated; Golder, 2005).



Higher Interest/Higher Influence

Stakeholders in this group require the most attention, as they are actively interested in the project and have a great deal of influence over how the project proceeds. Constant dialogue is needed to work out conflicts, while keeping them informed. Making them part of the decision process is likely required given their influence and prioritization of the project on their agenda. Efforts should be made to make these stakeholders feel that their voices are being heard, and show how their input is being used.

Higher Interest/Lower Influence

The key for these stakeholders is to keep them informed and monitor that no major issues arise. Outreach primarily involves providing information and consulting these stakeholders. This group may seek the assistance of more influential stakeholders if their needs are not met.

Lower Interest/Higher Influence

This group primarily needs to stay informed so that they are not caught off guard by any parts of the project. This way if these stakeholders are approached by those with less influence, they are already on the same page with everyone involved. However, care should be taken not to over expose these stakeholders, as this could easily lead to annoyance and avoidance of details. Periodic updates and notices of potential major conflicts are the primary forms of outreach needed. This group should be monitored in the event that their interest increases.

Lower Interest/Lower Influence

These stakeholders require little to no engagement, but should be monitored in case their interest changes. Information may be gathered from this group if they can provide helpful advice or opinion. General updates of major steps within the project may be helpful, but care should be taken not to over expose these stakeholders in order to avoid annoyance.

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