

"Working Constructively With Change:  
A Social Ecology Perspective"

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Presented at the:  
Energy & Environment Symposium  
Oil and Gas Education for Local Governments

Grand River Medical Center  
Rifle, Colorado  
April 19 and 20, 2017

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## OVERVIEW

"In this and like communities, public sentiment is everything. With public sentiment, nothing can fail; without it nothing can succeed. Consequently he who molds public sentiment, goes deeper than he who enacts statutes or pronounces decisions. He (the citizen) makes statutes and decisions possible or impossible to be executed."

Abraham Lincoln, from a debate with Stephen Douglas in 1857.

# DEVELOPMENT MODELS

## Traditional Approach

- Design
- Propose
- Defend

## Social Ecology Approach

- Learn
- Engage
- Benefit

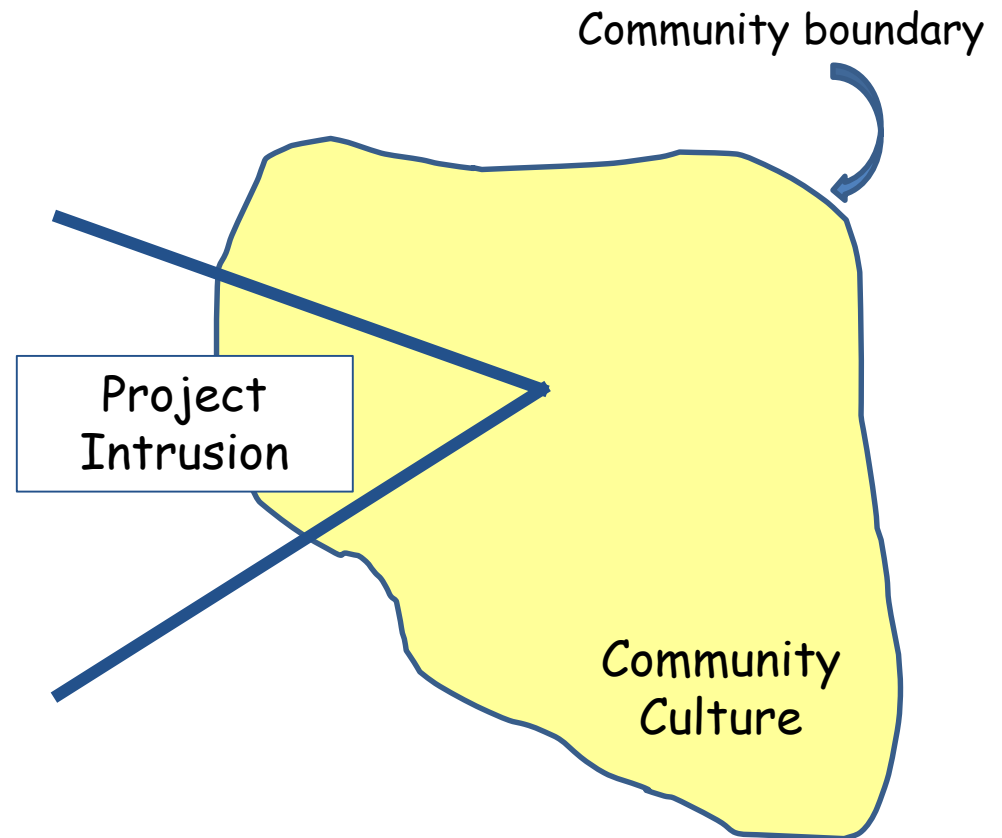


# OLD MODEL--Ineffective

## Formal Impact Model

### Traditional Approach

- Design
- Propose
- Defend

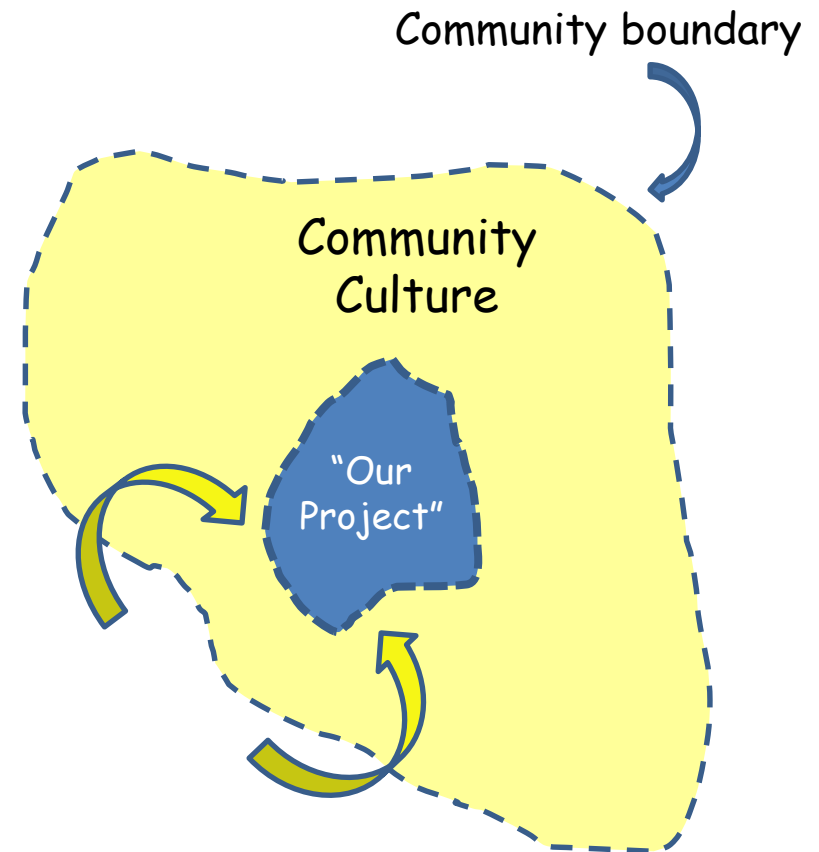


# NEW MODEL--Effective

## Social Ecology Approach

- Learn
- Engage
- Benefit

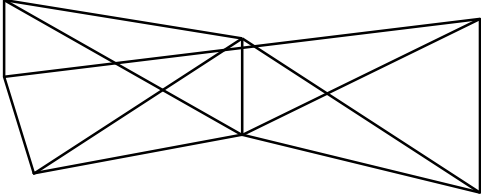
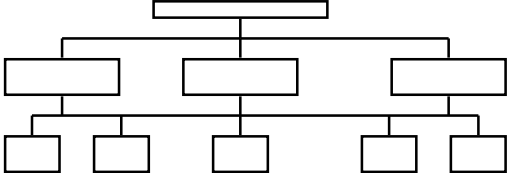
## Informal Absorption Model



## Three Concepts That Position a Company for Citizen-Oriented Management and Policy

1. Informal Networks and Local Routines
2. Citizen Issues—Emerging, Existing and Disruptive
3. Human Geography



<b>TWO FORMS OF CITIZEN ORGANIZATION</b>	
<b>HORIZONTAL / INFORMAL</b>	<b>VERTICAL / FORMAL</b>
<b>STRUCTURE</b>	
	
<b>FUNCTION</b>	
Caretaking Survival Cultural	Political Economic Ideological
<b>CHARACTERISTICS</b>	
Respected leaders  Flexible goals  Internal recognition of members  Informal communication  Gathering places and natural routines	Elected/appointed leaders  Organizational goals  Membership list  Formal communication  Meeting locations and scheduled times

# How to tell a gathering place...

Can you change a menu item?

Are there newspaper boxes out front?

Is there a bulletin board?

Do people know each other? Is there cross-table talk?

Is the site accessible, convenient?



Is the cost reasonable?

Are the signs friendly?

Is there a "character"?

Are there certain "types" at certain hours?



## Eight Informal Network Archetypes

### Caretaker

Trusted by others  
Utilized in time of stress  
"Let us talk over the idea."

### Gatekeeper

Narrows entry  
"I can hook you up."

### Communicator

"Did you know...?"  
"I heard that..."

### Authenticator

Knowledge and wisdom from the culture  
Provides cultural interpretations to technical data and information  
"This is how we do it here."

### Storyteller

"In the past..."  
"We used to do it this way..."

### Bridger

Two cultures  
Two languages  
"I know somebody from..."  
"This is what they're saying..."

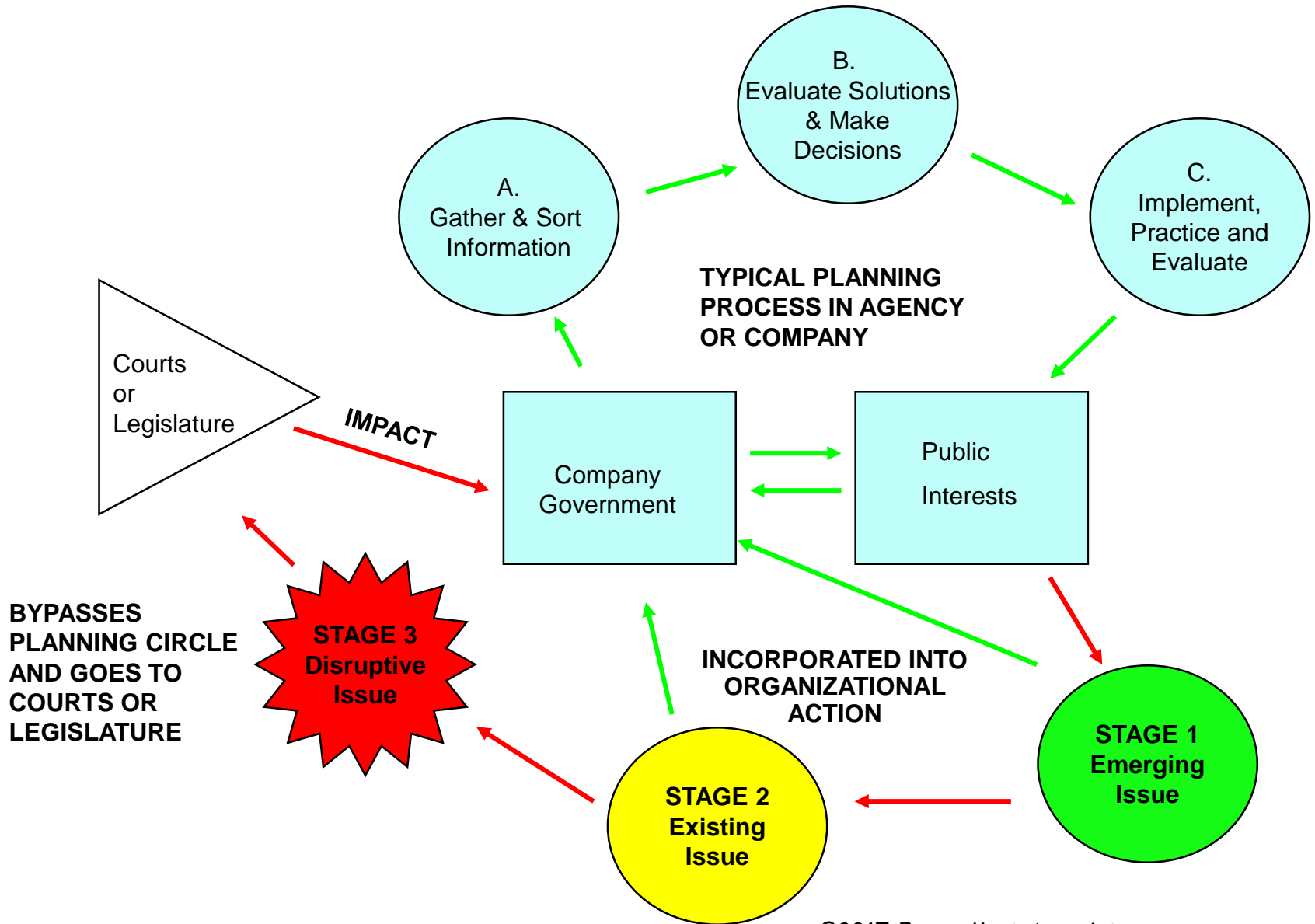
### Opportunist

Use of public setting for personal gain  
"We in the community..."  
"My people...."

### Historian

History of their geographic place, carriers of the events that have happened over the lifetime of the community. They know critical information.

# The Process of Issue Management to Reduce Social Risk



# Themes versus Issues

**“The company is greedy. You just can’t trust them.”**

**“They never got back to me like they said they would.”**

**"You can't trust government."**

**"They never sent us the results of the soil testing on our property."**

**"The County is trying to upgrade this road into a freeway."**

**“That heavy machinery is breaking up my drain tiles out in my fields.”**

**“This grass reclamation never worked. The erosion is getting worse. They don’t know what they’re doing.”**

**“This land is part of my family.”**

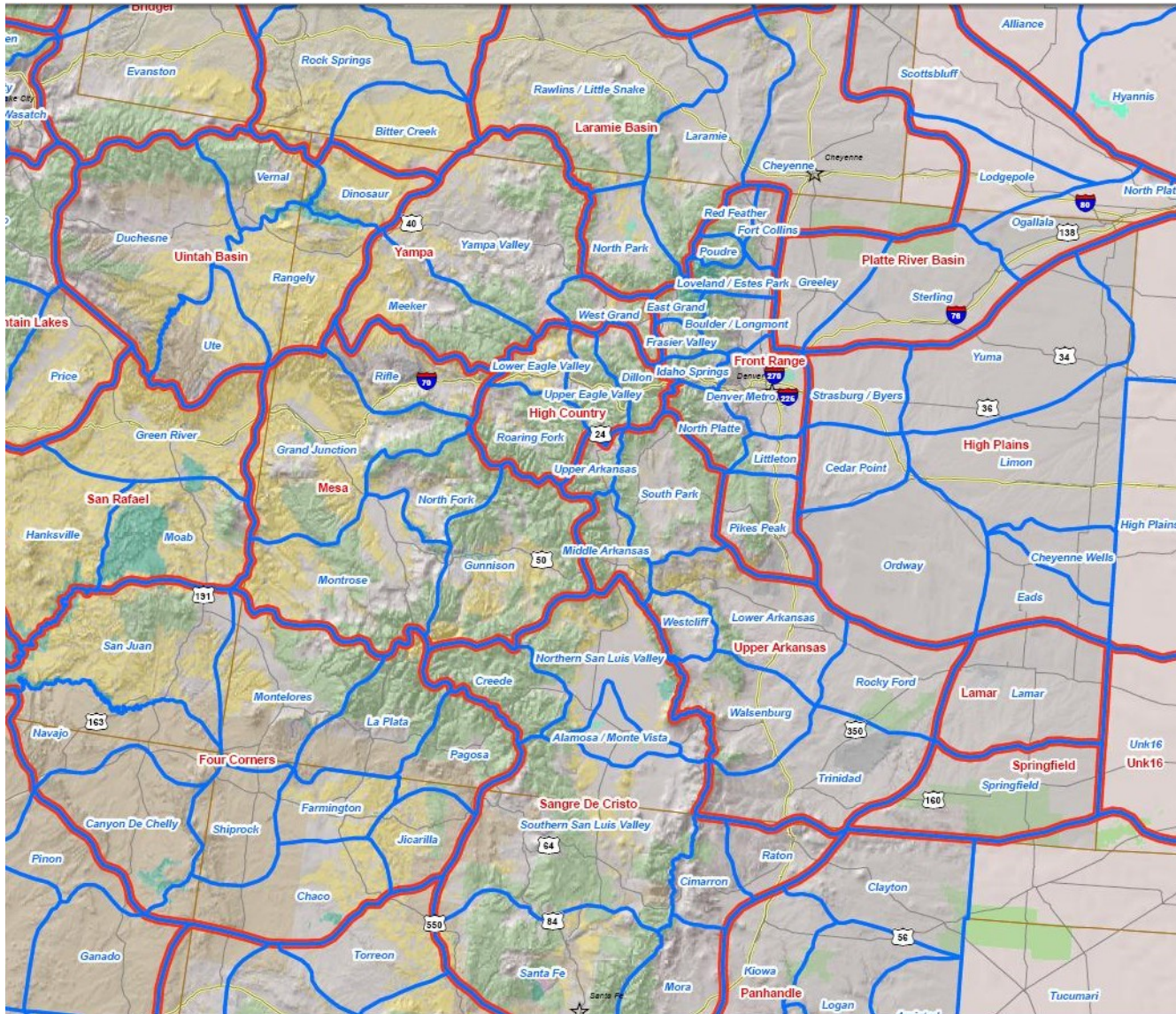
**“In 15 years what will the turbines look like? What happens when its life is finished?”**

**“Yes, farmers are paid but what about the neighbors? They are the ones with the visual impacts but no benefits.”**

**“They put the transmission tower in the middle of my field instead of the edge. Now I can’t even use it.”**

**“The roads are better than before. They kept their word.”**

# Human Geographic Units of Colorado







From *Right of Way Magazine*, IRWA: "The Promise and Peril of Corridor Expansion"  
 By James A. Kent, Social Ecology Columnist, Jan/Feb 2012, pages 26 to 29

## Lessons Learned

1. Contact and engage with citizens early to avoid surprises.

Community engagement must be at parity with technical disciplines in tactical and strategic project decision making. For example, extensive technical work during FEED (Front-End Engineering and Design) should be accompanied by extensive community engagement.

2. The objective of early engagement with the community should be learning.

- Learn the informal networks of a community and their communication patterns as the basis for engagement.
- Learn the language that people use to communicate on a routine basis and use that in project development language.
- Learn the actionable citizen issues.



### 3. Engage the affected people directly.

- Do not rely on formal groups or stakeholders in understanding community interests.
- Do not use public meetings as a means of initial citizen contact.
- Use the gathering places of a community to foster effective project communication and as a means to become an insider to the culture.

4. Understand the human geography that reflects cultural boundaries.

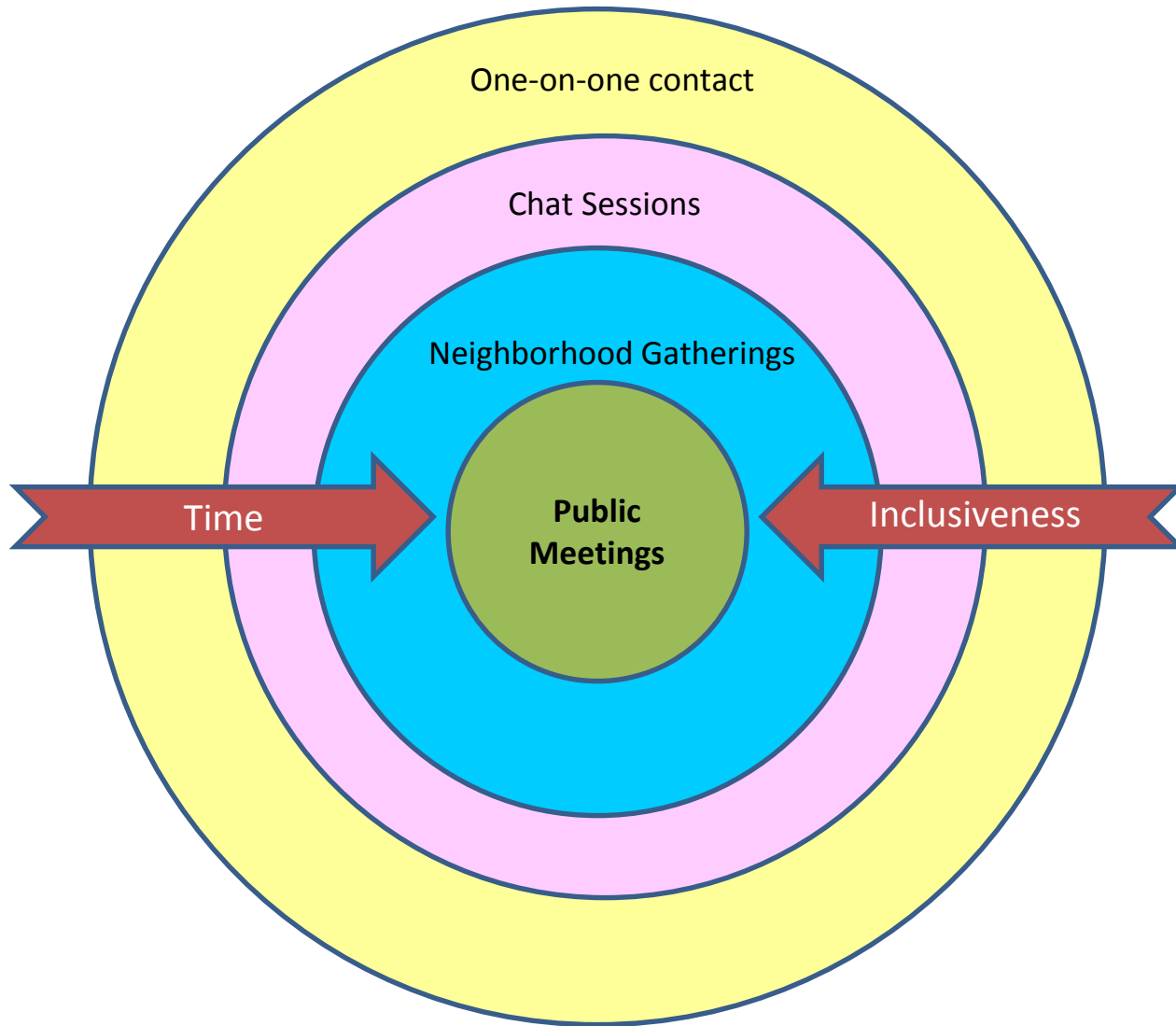
These boundaries define the ways that people actually identify and relate with their landscape. They are used to foster responsive siting of facility and corridor projects and they make citizen engagement more effective.

## 5. Deal with citizen issues at the emerging stage of development.

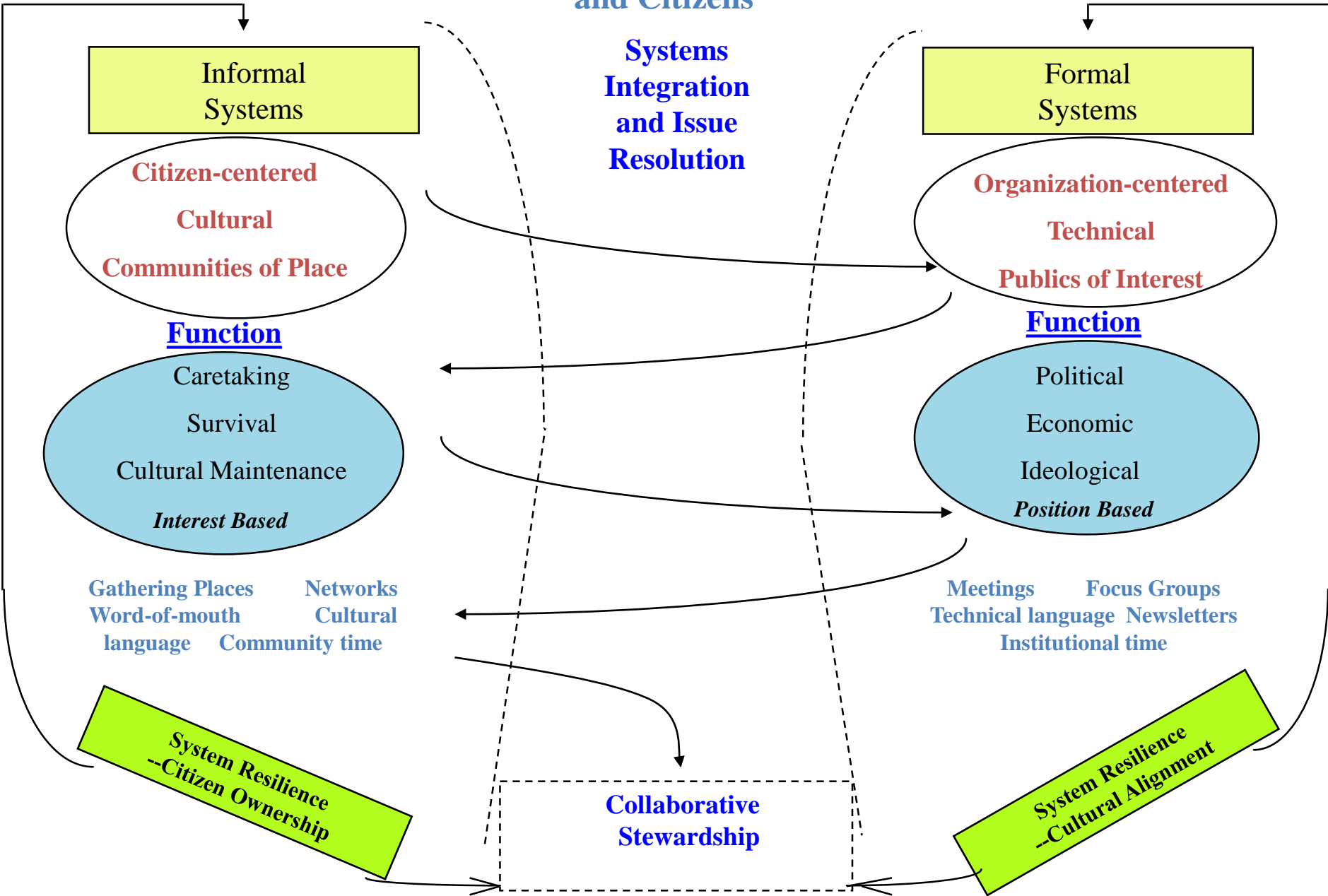
- The costs of time and resources are lowest.
- Prevent emerging issues from reaching the disruptive stage.
- Close the loop with informal networks to maintain predictability and control of project resources.

Taking It Home

# The Discovery Process: A Graduated Approach to Citizen Engagement



# Informal/Formal Systems of Organizations--The Function of Governments, Companies and Citizens



# Social Risk Scoring

## Save Money, Save Time, Save the Project

Indicator	Social Risk Score		
Level of Risk: Low, Medium, High	L	M	H
<p style="text-align: center;"><b>CATEGORY A:</b></p> <p>Information that can be assembled from off-site—information that is publicly available from government agencies or from private on-line sources (Items 1 – 3).</p>			
<p>1. Check to see if the corridor or drilling site comes within 500 feet of the boundaries of play grounds, schools, senior centers, and other vulnerable areas.</p> <p style="margin-left: 40px;">a. Beyond 1500 feet: <span style="float: right;">Low</span></p> <p style="margin-left: 40px;">b. From 500 to 1500 feet: <span style="float: right;">Medium</span></p> <p style="margin-left: 40px;">c. Within 500 feet or less: <span style="float: right;">High</span></p>		<b>v</b>	

Indicator	Social Risk Score		
Level of Risk: Low, Medium, High	L	M	H
<p>2. Check the location of minority populations and their proximity to the project. If the project has been placed in a minority area deliberately to avoid battles elsewhere, the potential for an environmental justice issue is high.</p> <p>a. There are no minority populations or the impacts on minority populations have been mitigated: <b>Low</b></p> <p>b. Environmental Justice requirements are met: <b>Medium</b></p> <p>c. Location is near minority populations: <b>High</b></p>			<p><b>v</b></p>



Indicator	Social Risk Score		
Level of Risk: Low, Medium, High	L	M	H
<p><b>3. Public lands—local, regional and national—are highly prized by the citizens. Make sure that you avoid public lands if at all possible, especially federal lands, because national interest groups will attach their formal anti-development positions to your project.</b></p> <p><b>a. Avoid the public lands: Low</b></p> <p><b>b. No entry for “b” –use just “a” or “c”</b></p> <p><b>c. Attempt to go through public lands: High</b></p>	<b>v</b>		

Indicator	Social Risk Score		
Level of Risk: Low, Medium, High	L	M	H
<p align="center"><b>CATEGORY B:</b></p> <p>Information that can be assembled best on site, in the local communities (Items 4- 8).</p>			
<p>4. Talk to people about past or existing project conflicts. If there have been conflicts, are they still ongoing? If resolved, how were they resolved and when? One source is utility managers who are historically responsible for gas and electric infrastructure in the geography where the corridor is located. Existing or past conflicts are a reliable indicator of trouble for a new project.</p> <p>a. There have been no conflicts: <span style="float: right;">Low</span></p> <p>b. Past conflicts that are resolved: <span style="float: right;">Medium</span></p> <p>c. Recent conflict still ongoing of any kind: <span style="float: right;">High</span></p>		√	

Indicator	Social Risk Score		
Level of Risk: Low, Medium, High	L	M	H
<p>5. Visit the gathering places in the project area. Coffee shops are ideal. What is the talk about in these places?</p> <p>a. If there is no talk about your project and no talk about other current negative events: <span style="float: right;">Low</span></p> <p>b. If the talk is of victimization—“They” did this, “There’s nothing we could do,”—even if not related to your project: <span style="float: right;">Medium</span></p> <p>c. Active negative talk about your project: <span style="float: right;">High</span></p>		v	

Indicator	Social Risk Score		
Level of Risk: Low, Medium, High	L	M	H
<p>6. Check bulletin boards in the communities to see what is posted. These are generally good sources of information.</p> <p>a. If there is nothing on the bulletin board about your project: <span style="float: right;">Low</span></p> <p>b. If your project is posted on a bulletin board, regardless of the message: <span style="float: right;">Medium</span></p> <p>c. If messages about the project are hostile: <span style="float: right;">High</span></p>			√

Indicator	Social Risk Score		
Level of Risk: Low, Medium, High	L	M	H
<p><b>7. Review the local newspapers and social media sites to see how controversy is reported. What kinds of controversies have been covered and have they been covered impartially? Is there a bias?</b></p> <p><b>a. News articles contain few disruptive conflicts, and nothing about your project: <span style="float: right;">Low</span></b></p> <p><b>b. A few articles about other project conflicts but nothing disruptive: <span style="float: right;">Medium</span></b></p> <p><b>c. The media are reporting on your project: <span style="float: right;">High</span></b></p>	v		

Indicator	Social Risk Score		
Level of Risk: Low, Medium, High	L	M	H
<p>8. Be conscious of the view plane from the corridor location—the lines of sight from homes and communities. People value their view planes and an early indication of this is important. Real estate agents are a good source for this information. For instance, do realtors market view planes as a part of property sales? If so, is there an economic value as well as a social value?</p> <p>a. View planes are not a part of the conversation: <span style="float: right;">Low</span></p> <p>b. View planes are recognized but not given much emotional weight: <span style="float: right;">Medium</span></p> <p>c. View planes have intense social attachment: <span style="float: right;">High</span></p>		√	

Indicator	Social Risk Score		
Level of Risk: Low, Medium, High	L	M	H
<p style="text-align: center;"><b>Category C:</b></p> <p><b>Information about the usual practices of your client/company in generally managing corridor definition and land acquisition (Items 9 – 12).</b></p>			
<p><b>9. Approach to land owners in the project area:</b></p> <p><b>a. Involving the owner in resolving an issue: <span style="float: right;">Low</span></b></p> <p><b>b. Engaging in conversation about the project: <span style="float: right;">Medium</span></b></p> <p><b>c. Threatening eminent domain as a first choice: <span style="float: right;">High</span></b></p>			<b>v</b>

Indicator	Social Risk Score		
Level of Risk: Low, Medium, High	L	M	H
<p><b>10. When you are staging a public meeting:</b></p> <p><b>a. If your team has been doing ongoing citizen engagement with direct contact for a few months before the first public meeting:</b> <span style="float: right;"><b>Low</b></span></p> <p><b>b. If you preface a public meeting with a few weeks of effort in creating fact sheets and press releases:</b> <span style="float: right;"><b>Medium</b></span></p> <p><b>c. If a public meeting is your first point of contact in dealing with citizens, your project is at:</b> <span style="float: right;"><b>High</b></span></p>		<p><b>v</b></p>	



Indicator	Social Risk Score		
Level of Risk: Low, Medium, High	L	M	H
<p><b>11. Engaging individuals in the community</b></p> <p><b>a. Being able to discuss the project at the early stages with informal/formal leaders through their gathering places: <span style="float: right;">Low</span></b></p> <p><b>b. Providing project information to service organizations and other community groups such as Rotary, Lions and Chamber of Commerce: <span style="float: right;">Medium</span></b></p> <p><b>c. Relying only on information from government bodies or public affairs for your project: <span style="float: right;">High</span></b></p>		√	

Indicator	Social Risk Score		
Level of Risk: Low, Medium, High	L	M	H
<p><b>12. Communicating with individuals in the community</b></p> <p>a. Involving project personnel directly with the citizens in discussions about local issues and how to address their issues as part of project operations: <b>Low</b></p> <p>b. Meeting with formal organizations to discuss the project: <b>Medium</b></p> <p>c. Using only formal means of communication or public relation firms to get the word out: <b>High</b></p>		<p style="text-align: center;"><b>v</b></p>	

Risk Category	Total Score	Indicators
<b>Low Risk</b>	12 or Less	Many opportunities to position the project for community benefits. The project has a social license to operate, but management has to be diligent about maintaining that license.
<b>Medium Risk</b>	13-24	Reduced opportunities but options available with company flexibility. This category is the most dynamic with some ability to go down the scale.
<b>High Risk</b>	25 -48	Few opportunities; without management changes, disruption will occur. A mid-range score means there is no chance to earn a social license. The project will have to manage in a disruptive environment.

<b>SCORING</b> <b>Totals for the 3 columns of estimated risk:</b>  <b>A note on the weighting assumptions</b>	<u>L</u>  <b>2</b>	<u>M</u>  <b>7</b>	<u>H</u>  <b>3</b>
<b>High Risk is 2 X more risky than Medium Risk.  Medium Risk is also 2 X more risky than Low Risk.</b>	<b>x 1</b>	<b>x 2</b>	<b>x 4</b>
<b>A Low Risk Project would be equal to 12 (1x12=12) or less.  A Medium Risk Project would be equal to 13-24.  A High Risk Project would be equal to 25-48.</b>	<b>= 2</b>	<b>=14</b>	<b>=12</b>
<b>TOTAL</b> <b>The Estimated Total Risk Index for this example is 28 (2+14+12) toward the lower end of the High-Risk Range.</b>			<b>28</b>