



Process Design and Implementation for Resolution of Complex Resource Issues

Through our years of experience in regulatory arenas involving resource planning and permitting, Long View has developed considerable expertise in the design and implementation of processes that achieve successful outcomes with broad stakeholder support. Our success is attributable to the fact that we remain mindful of the “bigger picture” even while tending to the myriad of paperwork, filings, information management, and other details involved in any complex permitting or negotiations process. Beyond the tangible skills and services we offer, we believe our forward-looking perspective and demonstrated skill in fostering constructive dialogue and working relationships among stakeholders provides an important, lasting benefit to not only our clients but to all parties involved.

Areas of Long View’s experience that are highly relevant to a wide array of resource planning processes include:

- **Assessment and guidance related to complex resource issues.** The multi-party planning, consultation, and negotiations processes Long View has been involved in have required critical evaluation and resolution of issues spanning a number of areas. Through their educational background, training, and years of experience, Long View staff have honed their expertise in a number of key technical and policy areas, including:
 - ESA-listed fish populations
 - Water supply
 - Instream flows
 - Water quality
 - Land ownership and use
 - Cultural resources
 - Recreation interests and issues

Our in-depth understanding of the many facets of these issues allows us to offer informed recommendations to our clients, as well as provide



assistance with technical reviews of study plans, study reports, and other technical documents.

- **Process design for a variety of cooperative/ collaborative processes.** We believe our ability to truly engage all stakeholders is key to our proven success in designing effective consultation and collaboration processes. Up front, we work intensively with our clients (and other stakeholders) to identify critical interests and define a successful outcome. On this basis, we are able to design a process best suited to achieve this outcome. We then help our clients navigate these typically lengthy processes, maintain flexibility, and keep sight of the ultimate goals and objectives.
- **Stakeholder outreach.** Our accumulated experience has validated the importance of clearly identifying at the outset of any process all interests that are being brought to the table. Long View helps its clients conduct this early outreach to identify key stakeholders, interests and areas of potential conflict, and information that will be needed for sound decision making.



- **Consultation support.** Comprehensive resource planning and permitting processes inherently involve extensive consultation among a full spectrum of stakeholders, including resource agencies, Native American tribes, local government, non-governmental organizations, private commercial entities, and the public. Long View provides guidance and support to our clients in planning the overall consultation process, facilitating meetings and other discussions (e.g., technical workshops), providing documentation services, and managing the consultation record.
- **Design and implementation of public involvement plan.** Long View provides recommendations on how best to achieve the public involvement that may be required or desirable in a process. We also assist with planning and facilitation of public involvement activities, including meeting preparations, presentations, meeting documentation, and follow-up communications.
- **Development of guidance, technical, and regulatory documents.** Long View assists its clients with drafting and editing of a wide range of documents, including strategic plans, technical memoranda and reports, and regulatory filings. We are experts at synthesizing a wide array of technical, regulatory, and policy information for clear and to-the-point presentation and analysis in these documents. We take pride in the quality of our written work, understanding that the clarity and accuracy of written communications corresponds directly to the overall effectiveness of consultation and planning efforts.
- **Development of long-term resource plans based on adaptive management principles.** Long View has participated in the development of a number of planning documents designed to guide resource management over the long term. We have worked closely with technical workgroups to develop the initial framework for these plans — e.g., through the use of structured decision making, identification of critical uncertainties, and evaluation of scientific information — and have taken lead roles in drafting the planning documents. A common element in these plans is the incorporation of adaptive management measures to ensure that progress toward achievement of stated goals and objectives is gauged, and to direct management approaches into the future. We believe such measures are critical to making these relevant and useful documents for years to come.

Specific Services

- Process design, including strategic and logistical planning
- Design of public outreach / public involvement activities
- Information gathering and analysis for planning purposes
- Consultation support
- Meeting facilitation
- Assistance with selection of technical contractors
- Database development / information management
- Technical and non-technical writing:
 - License/permit applications
 - Stakeholder communications
 - Meeting presentation materials
 - Grant applications
 - Management plans

References

- Julie Keil, Director of Hydro Licensing
Portland General Electric Co.
503-464-8864
- Amy Stuart, District Fish Biologist
Oregon Dept. of Fish and Wildlife
541-447-5111
- Carol Johnson, Counsel
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Long View

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