

# Achieving Community Buy-In for Disaster Risk Reduction

## *Win-Win Approaches*

# Welcome!

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# Purpose of Module

Discuss how to:

- Use basic principles to address the growing toll of disasters
- Utilize principled negotiation and outreach
- Deliver our message about Safe & Sustainable Development

# Learning Objectives

1. List examples of harm prevention messages that would appeal to a variety of audiences
2. Identify ways of “getting to yes” for safe development through principled negotiations
3. Identify questions that help decide the best project choice to control floods or enhance water resources
4. Identify ways to develop a well-thought-out, clear “no” to avoid adverse impacts

# Use Basic Negotiation Principles to Address the Growing Toll of Disasters



- Build bridges-links
- Make more friends and allies – many have very little knowledge or strong positive feelings about hazards
- Reach out to those who believe in things we do not believe

Photo: Charter members of the Resilient Neighbors Network Steering Committee

# Reach Out to Those Who Normally Do Not Agree with Us



- Our message of better, safer design must be prepared for delivery to many audiences
- Know and understand what they care about, so we can develop a message rooted in economics and safety they will care about

# Know Your Audience



*How do you get to know an audience?*

# Know Your Audience (cont.)



- Listen at every stage
- Discuss
- Talk
- Learn
- Show you care about what concerns them, so they care about you and your message



# Harm Prevention Messaging



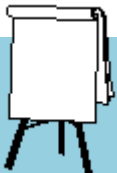
Photo by David Valdez/FEMA - Jul 20, 2011 - Location: Minot, ND

# Activity: Harm Prevention Messaging



*What are examples of harm prevention messages that would appeal to the following audiences?*

- 1) Faith-based groups
- 2) Environmentalists
- 3) Those who fervently believe in the need for carbon emission reductions as “hazard mitigation”
- 4) Those who care about their community’s economy
- 5) Those who especially care about the Nation’s economy
- 6) Those who deeply care about disaster victims/ survivors



# Harm Prevention Messaging to Faith-Based Groups

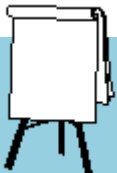
- Be Stewards of the Earth
- Do unto others...
- Reduce the cost of disasters to our society; save taxpayer dollars
- Protect the land for future generations; estate planning
- Avoid litigation

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# Harm Prevention Messaging to Environmentalists

Safe & Sustainable Development...

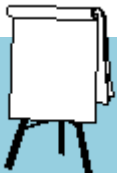
- Protects water quality, ground water, wetlands, and other naturally beneficial values of society
- Helps keep “stuff” out of waterways, protecting threatened/endangered species and ecosystem services at all scales
- Does not waste resources, finances, energy, or time on recovery
- Avoids litigation

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# Harm Prevention Messaging to Those Who Believe in Carbon Emission Reductions as “Hazard Mitigation”

- Until the changes in climate are reversed, we need to adapt to climate changes and sea level rise
- Safe & Sustainable Development or No Adverse Impact can help with adaptation implementation
- Economic pressures and externalization of costs/benefits often drive development into dangerous and harmful areas

# Harm Prevention Messaging to Those Who Believe in Carbon Emission Reductions as “Hazard Mitigation” (cont.)

- Banning construction in areas that may be subject to climate change and sea level rise in the future has legal and economic issues

Safe construction to higher standards is less likely to be successfully challenged

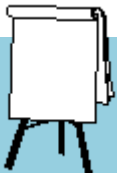


# Activity: Harm Prevention Messaging



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# Harm Prevention Messaging to Those Who Care about Their Community's Economy

- Consider how devastating a natural event can, and unfortunately will, be to your community
- Consider the growing vulnerability of our society, the economy, and the people

We are not preparing properly for historic levels of disaster, or dealing with the uncertainties of future projections, climate variability, or climate change

# Harm Prevention Messaging to Those Who Care about Their Community's Economy (cont.)

- Stop making things worse

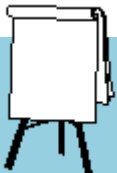
Start the long difficult road to a safe sustainable future by ensuring safe development, not by preventing development

# Activity: Harm Prevention Messaging



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# Harm Prevention Messaging to Those Who Especially Care about the Nation's Economy

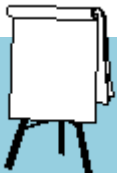
- A sustainable economy or effective business continuity needs safe locations for business and industry to occupy, and safe housing for employees
- In locations like Alaska, the Caribbean, Hawai'i, and remote locations, fully operational Port Operations are especially critical for the economy and life itself
- Business and industry must be part of a whole community solution

# Activity: Harm Prevention Messaging



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# Harm Prevention Messaging to Those Who Deeply Care about Disaster Victims/Survivors

Our principles:

- Help reduce the toll of misery endured by those who are least able to afford recovery
- Place the burden of development/redevelopment on those who make the profits and benefit from the development

The protection of children, the elderly, and all people is not just an economic decision

# Message: A Crisis Can Be an Opportunity Instead of a Disaster

**Relate the discussion to climate uncertainty/variability and implications for disasters**

## **EXAMPLE**

**Wildfire** can change the Hydrology & Hydraulics of afflicted portions of a watershed, potentially for many years

- Discuss implications for floods, water quality, economics, etc.





# Message: A Crisis Can Be an Opportunity Instead of a Disaster (cont.)

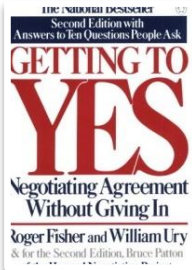
## EXAMPLE

Concerns about unusual or record **drought** conditions

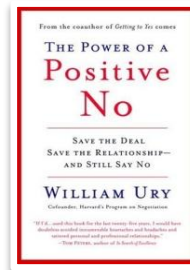
- Discuss the fact that droughts often lead to floods on parched soil
- Lead the discussion around the message of safe development



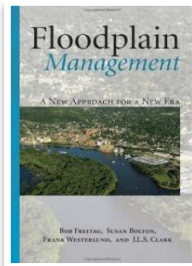
# Negotiate Your Way to a Safer Future



*Getting to Yes, Fisher and Ury+ Patton, Second Edition, Penguin Books 1991*



*The Power of A Positive No, Ury, Bantam Books, 2007*

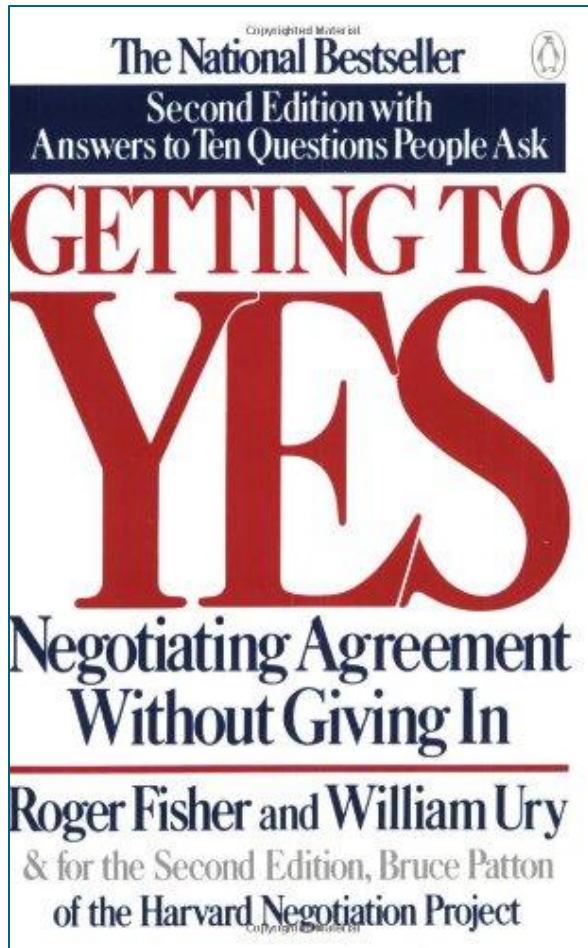


*Floodplain Management: A New Approach for a New Era, Freitag et al., Island Press, 2009*



*Design for Flooding, Don Watson and Michele Adams, Wiley, 2010*

# Getting to Yes

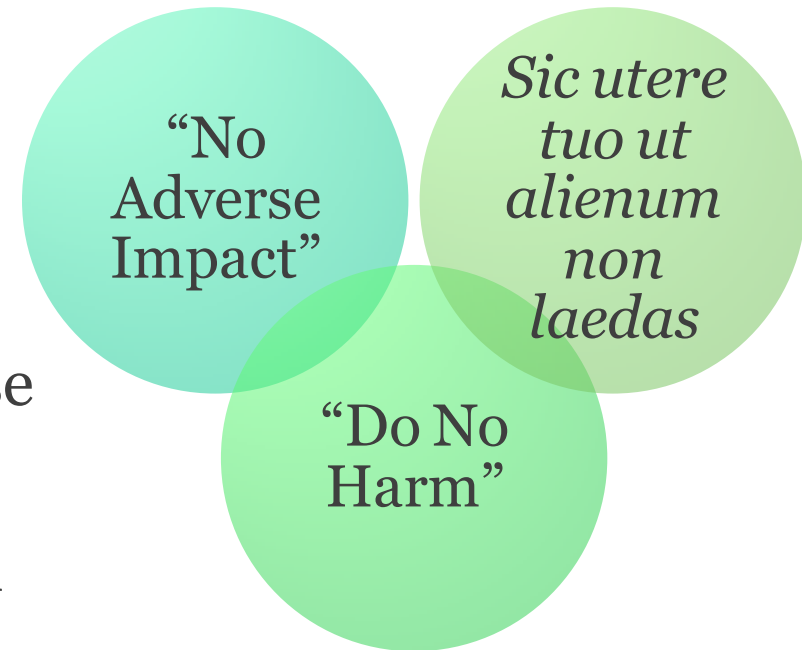


- By Roger Fisher and William Ury (1991, Second Edition has additional material by Bruce Patton)
- Focuses on “Getting to Yes” through principled negotiations
- From our perspective we want the principle to be...

# Getting to Safe Development

Can we all agree that safe development must be done in such a manner as to:

- Not result in lawsuits against the municipality and local officials
- Not harm water quality, increase velocities, or flood others
- Consider due process and equal protection of all

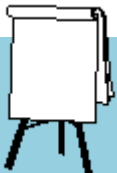


# Activity: Steps to “*Getting to Yes*”



***What are some ways of “Getting to Yes”?***

For example, “Separate people from the problem”



# Steps to “*Getting to Yes*”



Separate people from the problem



Be hard on the problem, soft on the people

## Steps to “*Getting to Yes*” (cont.)

- Separate people from the problem
- Be hard on the problem, soft on the people
- Consider the other persons’ perspectives
- Look for mutual gain

## Steps to “*Getting to Yes*” (cont.)

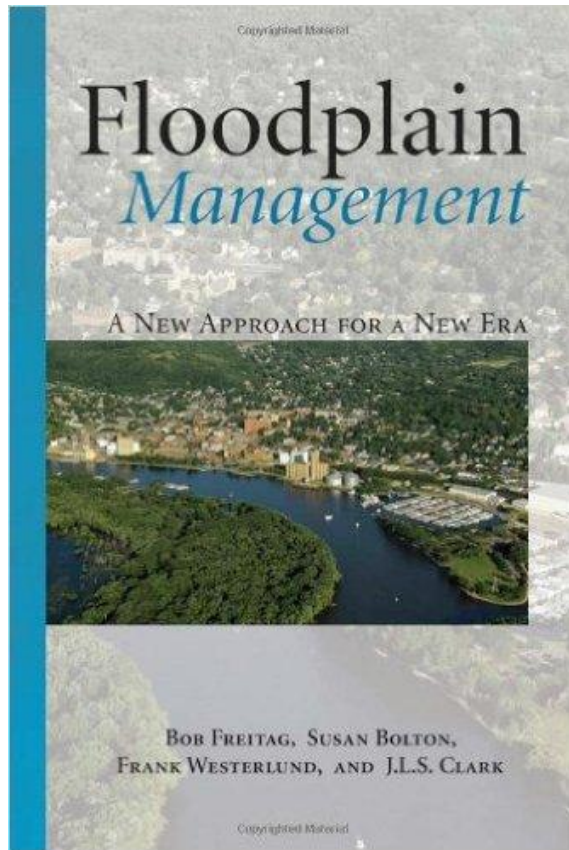
- Separate people from the problem
- Be hard on the problem, soft on the people
- Consider the other persons’ perspectives
- Look for mutual gain
- Insist on objective, harm-prevention criteria



## Steps to “*Getting to Yes*” (cont.)

- Separate people from the problem
- Be hard on the problem, soft on the people
- Consider the other persons’ perspectives
- Look for mutual gain
- Insist on objective, harm-prevention criteria
- Consider what YOUR best alternative to a negotiated agreement (BATNA) might be
- Consider what *their* BATNA might be

# *Floodplain Management: A New Approach for a New Era*



- By B. Freitag, S. Bolton, F. Westerlund, J. Clark (2009)
- Real world examples
- Six questions to help decide the best project choice to control floods or enhance water resources
- Highly recommended reading

# *Floodplain Management: A New Approach for a New Era (cont.)*

## **Six Questions**

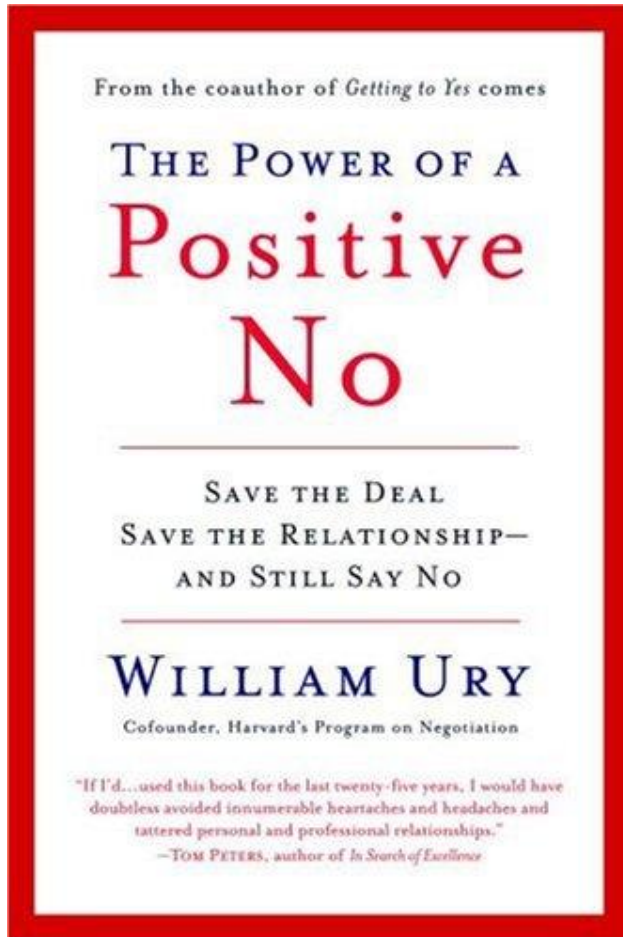
1. What **values or assets** do you want to protect or enhance?
2. What are the apparent **risks or opportunities** for enhancement?
3. What is the **available range** of risk-reduction or opportunity-enhancement?

# *Floodplain Management: A New Approach for a New Era (cont.)*

## **Six Questions (cont.)**

4. **How well** does each strategy reduce or enhance the resource?
5. What other **risks or benefits** result from each other strategy?
6. Are the **costs** imposed by each strategy too high?

# *The Power of a Positive No*



- By William Ury (2007)
- How to Say No and *Still* Get to a Yes
- A must-read!

# Safe Development Impact Principles

Identify ALL the impacts of a proposed development

Determine ALL the properties that will be impacted

Notify potentially affected persons of the impact of any proposed development

# Implementation of the Safe Development Impact Principles

- Conduct adequate “scoping” for adverse impacts now and in foreseeable possible conditions
- Design or re-design the project to avoid adverse impacts; and require appropriate mitigation measures acceptable to the community and affected members of the community
- Make aware those who may be victimized by improper development, giving them opportunity to have their concerns voiced to community officials

# Safe Design & Fair Hazard Regulation is a Winning Concept

How do we  
proceed?



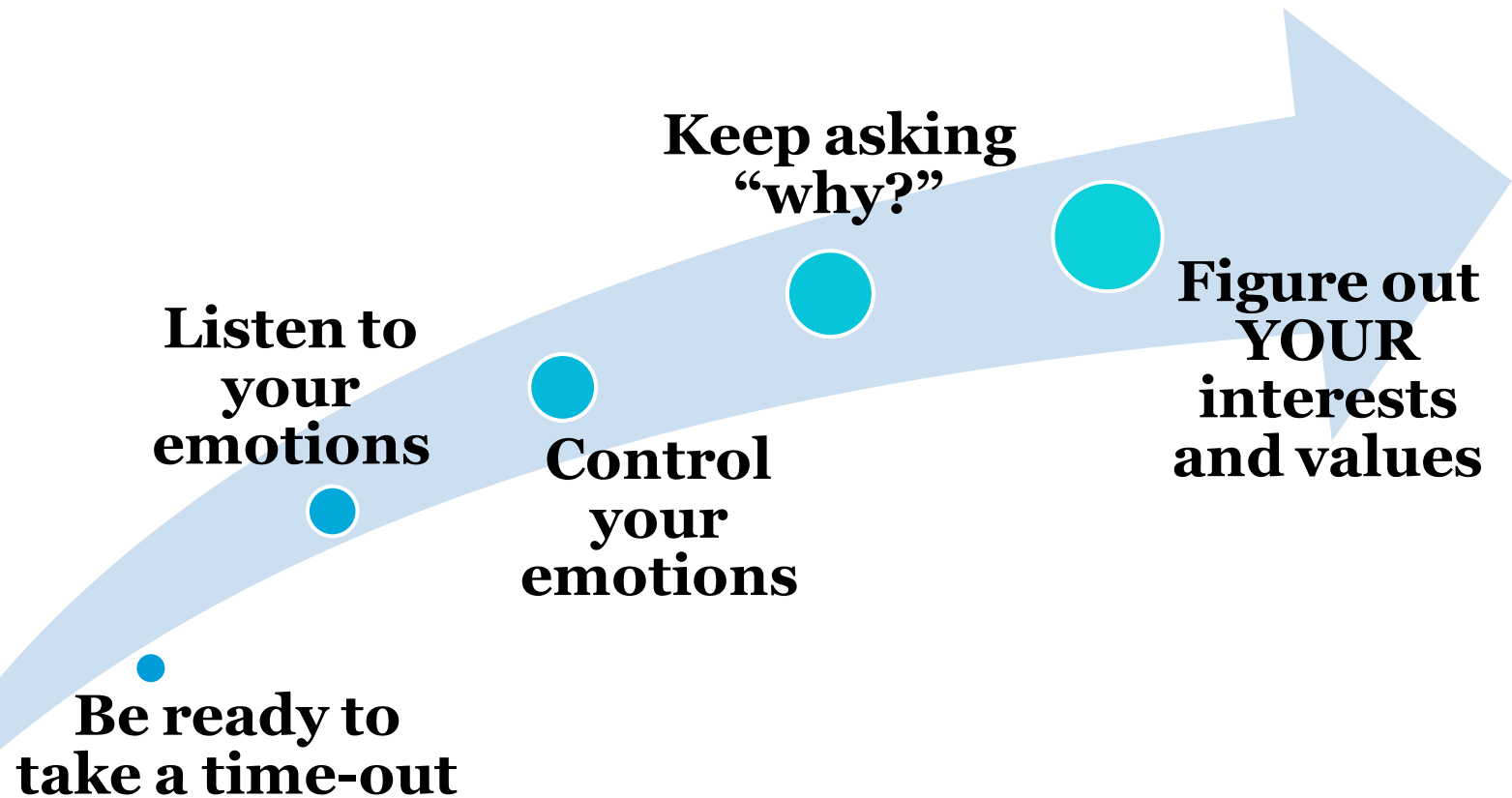


# How to Uncover Your “Yes”

**Identify ALL  
the Impacts  
of a  
Proposed  
Development**

- Never start with “NO!”
- Start with what we are for
  - *“We want your development”*
  - *“We need the tax revenue”*

# Go from Reactive to Proactive



# Find a “Yes”

- We are for safe and sustainable development
- We are for safe places for our citizens to live
- We must consider others when we develop
- The Supreme Court states that developers cannot externalize their costs to others

*Channel any emotion into action*

# Benefits of Finding a “Yes”



*What are the benefits of finding a yes?*

# Benefits of Finding a “Yes” (cont.)



*What are the benefits of finding a yes?*

## Benefits

- Bases discussion on something positive
- Provides all parties with a sense of direction
- Gives everyone some positive energy

# Empower Your No

**Design or  
Re-design the  
Project to  
Avoid Adverse  
Impacts**

*“To Be Prepared is Half the  
Victory”*

~Miguel de Cervantes



***How are you  
becoming prepared?***

# If Needed, Develop a Well-Thought-Out, Clear “No”

- Be well informed, or know what is needed to enable evaluation
- Develop a “Plan B”
- Build coalition-partnerships – who shares your interests?
- Take away their ability to launch a surprise attack
- Consider the worst case if you have to live with a “yes,” when you should have said “no”
- Do the “Mirror Test”

# Questions When Considering “No”

*1) Do I have an interest in saying no?*

*2) Do I have the power?*

*3) Do I have the right?*

**Next, ask the same questions about saying “Yes”**



# Respect Your Way to Yes

**Turn the Usual  
Development  
Process  
Around!**


- Empower the private sector to do what it does best
- Solve problems!

# Do Not Burn Bridges with Your “No”

- Be respectful
- Pay attention to your emotions, needs, and interests
- Listen, then listen more to understand – to find a “yes”

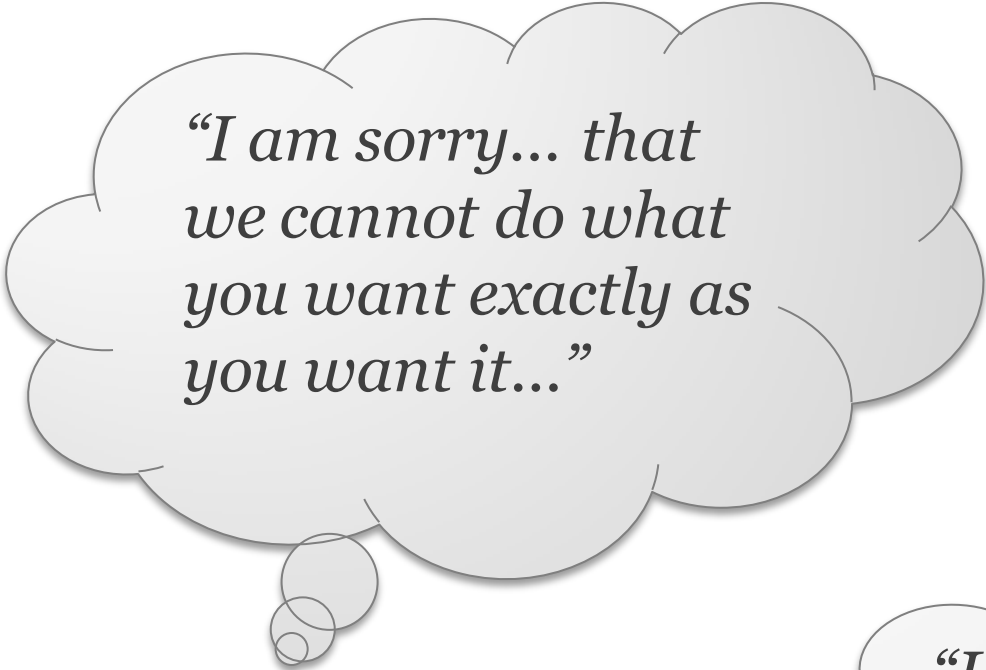
# Work on Finding a “Yes”

- Ask clarifying questions
- Acknowledge the other party – this does not mean agreeing, just understanding




***Can you please  
help me  
understand why  
you need this?***

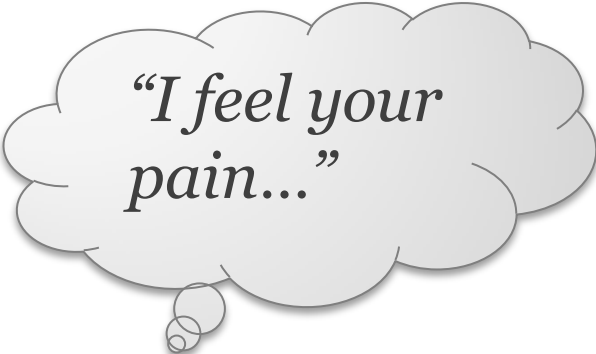
# The Power of Kindness



*“I am sorry... that  
we cannot do what  
you want exactly as  
you want it...”*

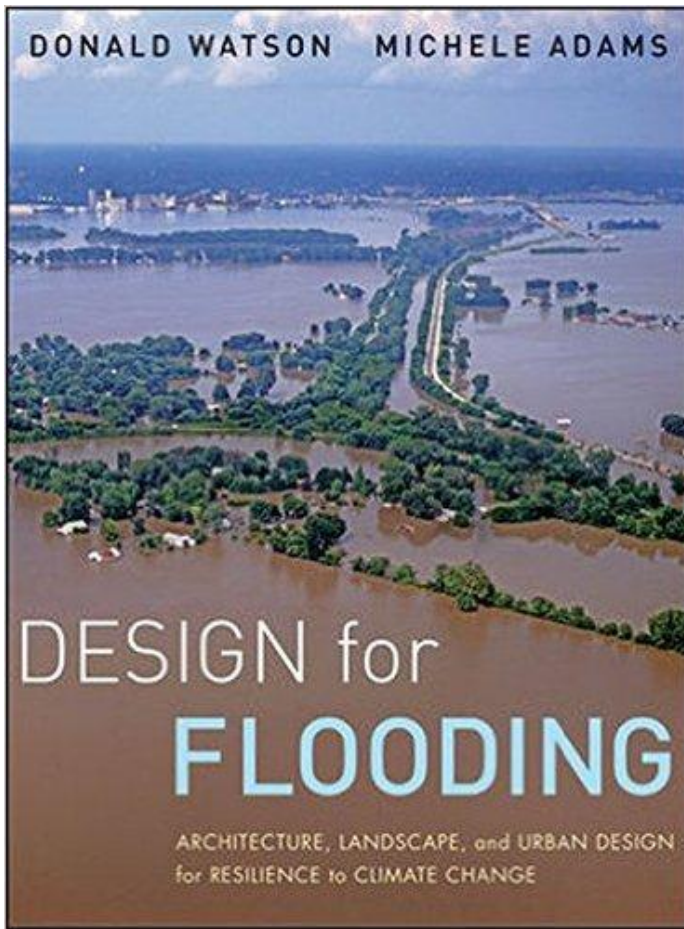


*“This is a lovely  
proposal...  
however...”*



*“I feel your  
pain...”*

# *Design for Flooding*



- By Don Watson and Michele Adams (2010)
- A true “win-win” example is on page 208: “Alternative Development Proposals”
- Extremely important must-read!

# Example of Yes -- No -- Yes

## City of Miami, Oklahoma Floods – July 2007



Photo by Gary Crow

# Talking Points for Local Officials

- First, explain your desire to help people
- Give a simplified summary of the situation
- Inform them NOT to ignore regulations and NOT to rebuild in the same flood-prone way

# Talking Points for Local Officials (cont.)

Explain that:

- Every municipality and individual who does not enforce regulations is putting themselves at risk for liability from future damages
- Failure to enforce floodplain regulations puts the entire community at risk for probation and/or suspension from the NFIP
- Leveraging funding resources is a beneficial way to rebuild the area safely without undue hardship on the residents



# Example: Dealing with an Unhappy Developer Whose Land is a Floodway

Two situations:

- A. Land has been identified floodway for years
- B. Land was just purchased for One Million Dollars - zoned industrial - new map indicates floodway

- How to proceed?
- Different negotiations in the two situations?
- 2015 Case before South Carolina Supreme Court

# Example: How to Proceed as a Local Stormwater Manager

You want the  
community to adopt  
higher standards

- How to proceed?
- How would you promote:
  - Low impact development?
  - Green infrastructure?
- Who is your audience?

# Remember...

WIN  
WIN

- Be principled and calm
- Be knowledgeable
- Uncover your Yes
- Empower your No
- Respect your way to Yes

# Message for Stormwater, Floodplain, and Emergency Managers

Stormwater, Floodplain,  
and Emergency  
Managers need to stop  
being the  
“Abominable ‘No’  
People”!

If it is a good project...

- Yes.
- Yes.
- Yes!

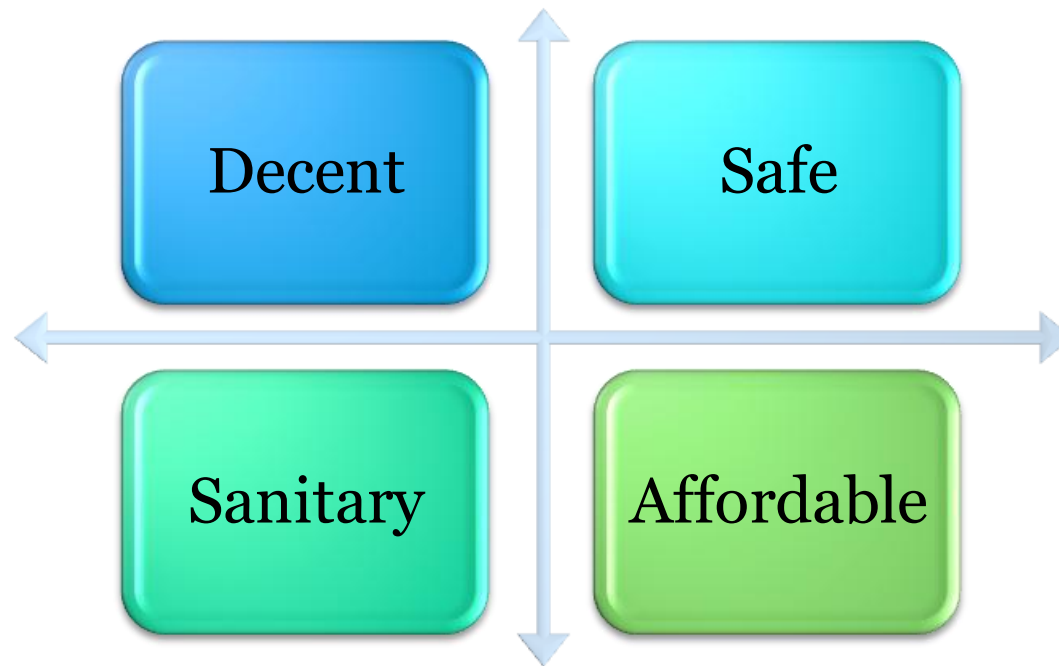
# Message for Community Leaders

Communities must consider public safety and realize:

- Many areas can flood
- Uninsured victims will likely try to find someone to blame and sue
- Fair harm prevention regulations help everyone

# Message for All Involved in Community Development

The fundamental rules of development articulated, by law, envision housing and development that is:



*The Housing Acts of 1937, 1954, etc., as amended*

# Flooded Development Fails Reasonable Vision for a Community's Future



Housing and development that flood are:

- Indecent
- Unsafe
- Unsanitary
- Unaffordable – by the flood victims, by their community, by the state, and by our Nation

# Choices and Roles

Fundamentally, our **society** must choose either:

- Better standards to protect resources and people, or
- Standards that inevitably will result in destruction and litigation

As **DRR Ambassadors**, you will play a key role in either:

- Helping create a safe and sustainable future, or
- Failing to prevent actions that will make worse the incredible disaster response and recovery challenges we already face



# First Fundamental Canon of ASCE Code of Ethics

*“Engineers shall hold paramount the safety, health, and welfare of the public....”*



*“This canon must be the guiding principle for rebuilding the hurricane protection system in New Orleans.”*

*“And it must be applied with equal rigor to every aspect of an engineer’s work – in New Orleans, in America, and throughout the world.”*

# Review of Learning Objectives

1. List examples of harm prevention messages that would appeal to a variety of audiences
2. Identify ways of “getting to yes” for safe development through principled negotiations
3. Identify questions that help decide the best project choice to control floods or enhance water resources
4. Identify ways to develop a well-thought-out, clear “no” to avoid adverse impacts

# Thank You!



DISASTER  
RISK REDUCTION  
Ambassador Curriculum

- **Questions and/or comments**
- **Contact information**

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