

DEVELOPMENT OF A PROCESS THAT  
ENSURES MULTIPLE STAKEHOLDER SATISFACTION WHILE  
MAINTAINING PRINCIPLE INSTITUTIONAL GOALS

A Dissertation  
Submitted to the Graduate Faculty  
of the  
North Dakota State University  
of Agriculture and Applied Science

By

Brian Paul Kalk

In Partial Fulfillment of the Requirements  
for the Degree of  
DOCTOR OF PHILOSOPHY

Major Program:  
Natural Resource Management

August 2006

Fargo, North Dakota

## ABSTRACT

Kalk, Brian Paul, Ph.D., Program of Natural Resource Management, College of Graduate and Interdisciplinary Studies, North Dakota State University, August 2006. Development of a Process that Ensures Multiple Stakeholder Satisfaction While Maintaining Principle Institutional Goals. Major Professor: Dr. Frank Casey.

The mission of the United States Marine Corps (USMC) is paramount to the security of the United States of America. Realistic training is the key to success on the battlefield. The needs of communities adjacent to USMC bases must be considered when performing training or updating base infrastructure that potentially affects these communities. Additionally, all USMC base operations must be executed in compliance with existing regulations. This is an extremely complex situation that required a specific model be developed to ensure new federal construction projects are successful. Therefore, a model was developed and tested on the completed project. The project was to update the wastewater infrastructure at Camp Pendleton, California. The main issue was to determine the best reuse alternative for the wastewater discharge. The community and other stakeholders' concerns centered on water quality and management of the threatened and endangered species. The concerns of the USMC, in no particular order, were environmental stewardship, regulatory compliance, and assurance of training opportunities. The application of this model supports the hypothesis that multiple stakeholders can achieve satisfaction, in an environmentally sensitive area, if the following conditions are met: (1) an accurate environmental baseline is present; (2) the Co-Cultural, Uncertainty, and Berger and Wood Theories are applied; (3) and the project sponsor has the ability to create several viable alternatives from which to select. This model will serve as a reference for those charged with managing complex projects in politically sensitive regions where there are multiple stakeholders with often opposing goals.