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Stakeholder Analysis

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Policy Problem:

In the early 80's, there was a pressure being put on California to build new prisons. There was one site chosen in East Los Angeles. There was uproar amongst local residents and business owners so they came together to fight against the state and prevent the new prison from being built in East LA. Sides were taken (see chart below) and the result was a community coming together long enough to delay the prison from being built.

The roles that players played were discussed a lot in "The Art of the Game". The text pointed out that informal players garner influence through their relationships, and this case was no different (26-7). Gloria Molina, the local Assemblywoman for the area, tapped into informal actors to bring the issue to the forefront. She utilized resources and placed a spark under the community. The community, in turn, then exalted their own level of influence over the media and ultimately the legislature. In the beginning there was no chance that East LA could prevent the new prison from being built, however the influence of the various players against the prison slowed down progress on the site just enough for it to fizzle out.

The legislation attempted to expedite getting the prison built. In their attempts, the California legislation neglected to get the appropriate clearance from the Environmental Review Board. The prison proposal eventually got wrapped up in litigation and there was no longer a need for it. The prison is now dead. Below is a breakdown of the players and the roles they played.

PLAYER	PREFERENCES	PRIMARY STAGES	POWER	Impact of Influence
AGAINST THE PRISON				
Molina	<ul style="list-style-type: none"> No prisons in East LA Felt East LA was being taken advantage of 	<ul style="list-style-type: none"> Agenda Setting Implementation 	<ul style="list-style-type: none"> Influenced Media Rallied Community Litigation Helped Delay Implementation Needed the support of the people, couldn't do it alone, enemies too powerful 	Moderate-High
Coalition Against the Prison (Made up of business leaders, social, clubs, and neighborhood associates)	<ul style="list-style-type: none"> Against Prison Cited it would raise crime Cited it would lower business 	<ul style="list-style-type: none"> Agenda Setting Formulation 	<ul style="list-style-type: none"> Pushed to have more surveyed areas Funded MELA Mobilized; traveled to Sacramento 	Moderate (Helped get the fight started)

Church	<ul style="list-style-type: none"> • Bad for Community 	<ul style="list-style-type: none"> • Agenda Setting 	<ul style="list-style-type: none"> • Identified Key Players • Helped Fund MELA 	Moderate-High (Birthed MELA)
The East LA Community	<ul style="list-style-type: none"> • No prisons in East LA • Felt East LA was being taken advantage of 	<ul style="list-style-type: none"> • Agenda Setting 	<ul style="list-style-type: none"> • Protesting • Media Attention 	Low (Before they formed Coalition and MELA)
Senator Torres	<ul style="list-style-type: none"> • Public Interests 	<ul style="list-style-type: none"> • Formulation • Implementation • Adoption • Evaluation 	<ul style="list-style-type: none"> • Political Clout • Expert knowledge 	Very High (Had foresight the entire time and his compromised ultimately worked in favor of East LA)
National Resource Defense Fund	<ul style="list-style-type: none"> • Public Interest 	<ul style="list-style-type: none"> • Evaluation • Adoption • Implementation 	<ul style="list-style-type: none"> • Litigation 	Medium
PEOPLE FOR THE PRISON OR NEUTRAL				
Legislature	<ul style="list-style-type: none"> • Needed a New Prison but not in their District 	<ul style="list-style-type: none"> • Implementation • Adoption • Evaluation 	<ul style="list-style-type: none"> • Political Power • Money • Media Power • Litigation 	High (Set on getting prison built, attempted to expedite the process)
Governor Deukmejian	<ul style="list-style-type: none"> • Needed a Prison • Needed LA to “carry its weight” 	<ul style="list-style-type: none"> • Agenda Setting • Implementation 	<ul style="list-style-type: none"> • Political Influence • Litigation 	Very High (Set policy; Would not take no for an

		<ul style="list-style-type: none"> • Adoption 		answer0
Willie Brown (Assembly Speaker)	<ul style="list-style-type: none"> • Public Interest 	<ul style="list-style-type: none"> • Evaluation • Adoption • Implementation 	<ul style="list-style-type: none"> • Litigation 	High
Corrections Department	<ul style="list-style-type: none"> • Staff Safety (b/c of prison overcrowding) 	<ul style="list-style-type: none"> • Agenda Setting 	<ul style="list-style-type: none"> • Influence • Lobby Power 	Moderate
Polanco (Assemblyman/Public Safety Committee)	<ul style="list-style-type: none"> • Self Interest • Enemy of Molina 	<ul style="list-style-type: none"> • Agenda Setting • Formulation • Adoption 	<ul style="list-style-type: none"> • Political Influence 	High
UNO	<ul style="list-style-type: none"> • Not Fighting an Unwinnable Mission” 	<ul style="list-style-type: none"> • Agenda Setting 	<ul style="list-style-type: none"> • Made a Loud Statement by deciding to not get Involved 	Moderate
LA County Board of Supervision	<ul style="list-style-type: none"> • To not have a Prison in their Districts 	<ul style="list-style-type: none"> • Formulation 	<ul style="list-style-type: none"> • Political Power • Media 	Moderate-Low
Media	<ul style="list-style-type: none"> • A Good Story • Delivery the News 	<ul style="list-style-type: none"> • Implementation • Adoption 	<ul style="list-style-type: none"> • Influence Perception of East LA 	Very High
Environmental Review Board	<ul style="list-style-type: none"> • Safety 	<ul style="list-style-type: none"> • Implementation • Adoption 	<ul style="list-style-type: none"> • To Pass/ Fail Site • A Mandatory Step 	Highest The legislature’s lack to get the Board’s approval is the main reason why the prison is not up and running