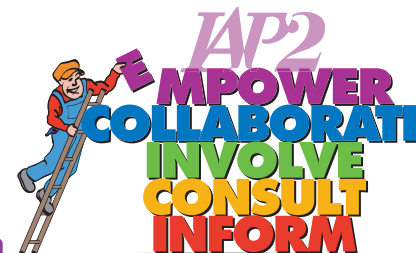


# THE IAP2 PUBLIC PARTICIPATION SPECTRUM

Developed by the International Association for Public Participation



INCREASING LEVEL OF PUBLIC IMPACT

Inform	Consult	Involve	Collaborate	Empower
<p><b>Objective:</b> To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, and/or solution.</p>	<p><b>Objective:</b> To obtain public feedback on analysis, alternatives and/or decisions.</p>	<p><b>Objective:</b> To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.</p>	<p><b>Objective:</b> To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.</p>	<p><b>Objective:</b> To place final decision-making in the hands of the public.</p>
<p><b>Promise to the Public:</b> We will keep you informed.</p>	<p><b>Promise to the Public:</b> We will keep you informed, listen to and acknowledge concerns, and provide feedback on how public input influenced the decision.</p>	<p><b>Promise to the Public:</b> We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.</p>	<p><b>Promise to the Public:</b> We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.</p>	<p><b>Promise to the Public:</b> We will implement what you decide.</p>
<p><b>Example Tools</b> Fact sheets Web sites Open houses</p>	<p><b>Example Tools</b> Public comment Focus groups Surveys Public meetings</p>	<p><b>Example Tools</b> Workshops Deliberative polling</p>	<p><b>Example Tools</b> Citizen Advisory Committees Consensus-building Participatory decision-making</p>	<p><b>Example Tools</b> Citizen Juries Ballots Delegated decisions</p>

TECHNIQUE	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
<b>PRINTED PUBLIC INFORMATION MATERIALS</b>			
<ul style="list-style-type: none"> <li>● Fact Sheets</li> <li>● Newsletters</li> <li>● Brochures</li> <li>● Issue Papers</li> </ul>	<ul style="list-style-type: none"> <li>● KISS! - Keep It Short and Simple Make it visually interesting but avoid a slick sales look</li> <li>● Include a postage-paid comment form to encourage two-way communication and to expand mailing list</li> <li>● Be sure to explain public role and how public comments have affected project decisions. Q&amp;A format works well</li> </ul>	<ul style="list-style-type: none"> <li>● Can reach large target audience Allows for technical and legal reviews</li> <li>● Encourages written responses if comment form enclosed</li> <li>● Facilitates documentation of public involvement process</li> </ul>	<ul style="list-style-type: none"> <li>● Only as good as the mailing list/distribution network</li> <li>● Limited capability to communicate complicated concepts</li> <li>● No guarantee materials will be read</li> </ul>
<b>INFORMATION REPOSITORIES</b>			
<p>Libraries, city halls, distribution centers, schools, and other public facilities make good locations for housing project-related information</p>	<ul style="list-style-type: none"> <li>● Make sure personnel at location know where materials are kept</li> <li>● Keep list of repository items Track usage through a sign-in sheet</li> </ul>	<ul style="list-style-type: none"> <li>● Relevant information is accessible to the public without incurring the costs or complications of tracking multiple copies sent to different people</li> <li>● Can set up visible distribution centers for project information</li> </ul>	<ul style="list-style-type: none"> <li>● Information repositories are often not well used by the public</li> </ul>
<b>TECHNICAL REPORTS</b>			
<p>Technical documents reporting research or policy findings</p>	<ul style="list-style-type: none"> <li>● Reports are often more credible if prepared by independent groups</li> </ul>	<ul style="list-style-type: none"> <li>● Provides for thorough explanation of project decisions</li> </ul>	<ul style="list-style-type: none"> <li>● Can be more detailed than desired by many participants</li> <li>● May not be written in clear, accessible language</li> </ul>
<b>ADVERTISEMENTS</b>			
<p>Paid advertisements in newspapers and magazines</p>	<ul style="list-style-type: none"> <li>● Figure out the best days and best sections of the paper to reach intended audience</li> <li>● Avoid rarely read notice sections</li> </ul>	<ul style="list-style-type: none"> <li>● Potentially reaches broad public</li> </ul>	<ul style="list-style-type: none"> <li>● Expensive, especially in urban areas</li> <li>● Allows for relatively limited amount of information</li> </ul>
<b>NEWSPAPER INSERTS</b>			
<p>A “fact sheet” within the local newspaper</p>	<ul style="list-style-type: none"> <li>● Design needs to get noticed in the pile of inserts</li> <li>● Try on a day that has few other inserts</li> </ul>	<ul style="list-style-type: none"> <li>● Provides community-wide distribution of information</li> <li>● Presented in the context of local paper, insert is more likely to be read and taken seriously</li> <li>● Provides opportunity to include public comment form</li> </ul>	<ul style="list-style-type: none"> <li>● Expensive, especially in urban areas</li> </ul>

TECHNIQUE	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
<b>FEATURE STORIES</b>			
<p>Focused stories on general project-related issues</p>	<ul style="list-style-type: none"> <li>● Anticipate visuals or schedule interesting events to help sell the story</li> <li>● Recognize that reporters are always looking for an angle</li> </ul>	<ul style="list-style-type: none"> <li>● Can heighten the perceived importance of the project</li> <li>● More likely to be read and taken seriously by the public</li> </ul>	<ul style="list-style-type: none"> <li>● No control over what information is presented or how</li> </ul>
<b>BILL STUFFER</b>			
<p>Information flyer included with monthly utility bill</p>	<ul style="list-style-type: none"> <li>● Design bill stuffers to be eye-catching to encourage readership</li> </ul>	<ul style="list-style-type: none"> <li>● Widespread distribution within service area</li> <li>● Economical use of existing mailings</li> </ul>	<ul style="list-style-type: none"> <li>● Limited information can be conveyed</li> <li>● Message may get confused as from the mailing entity</li> </ul>
<b>PRESS RELEASES</b>			
	<ul style="list-style-type: none"> <li>● Fax or e-mail press releases or media kits</li> <li>● Foster a relationship of editorial board and reporters</li> </ul>	<ul style="list-style-type: none"> <li>● Informs the media of project milestones</li> <li>● Press release language is often used directly in articles</li> <li>● Opportunity for technical and legal reviews</li> </ul>	<ul style="list-style-type: none"> <li>● Low media response rate</li> <li>● Frequent poor placement of press release within newspapers</li> </ul>
<b>NEWS CONFERENCES</b>			
	<ul style="list-style-type: none"> <li>● Make sure all speakers are trained in media relations</li> </ul>	<ul style="list-style-type: none"> <li>● Opportunity to reach all media in one setting</li> </ul>	<ul style="list-style-type: none"> <li>● Limited to news-worthy events</li> </ul>
<b>TELEVISION</b>			
<p>Television programming to present information and elicit audience response</p>	<ul style="list-style-type: none"> <li>● Cable options are expanding and can be inexpensive</li> <li>● Check out expanding video options on the internet</li> </ul>	<ul style="list-style-type: none"> <li>● Can be used in multiple geographic areas</li> <li>● Many people will take the time to watch rather than read</li> </ul>	<ul style="list-style-type: none"> <li>● High expense</li> <li>● Difficult to gauge impact on audience</li> </ul>
<b>INFORMATION CENTERS and FIELD OFFICES</b>			
<p>Offices established with prescribed hours to distribute information and respond to inquiries</p>	<ul style="list-style-type: none"> <li>● Provide adequate staff to accommodate group tours</li> <li>● Use brochures and videotapes to advertise and reach broader audience</li> <li>● Consider providing internet access station</li> <li>● Select an accessible and frequented location</li> </ul>	<ul style="list-style-type: none"> <li>● Provides opportunity for positive media coverage at groundbreaking and other significant events</li> <li>● Excellent opportunity to educate school children</li> <li>● Places information dissemination in a positive educational setting</li> <li>● Information is easily accessible to the public</li> <li>● Provides an opportunity for more responsive ongoing communications focused on specific public involvement activities</li> </ul>	<ul style="list-style-type: none"> <li>● Relatively expensive, especially for project-specific use</li> <li>● Access is limited to those in vicinity of the center unless facility is mobile</li> </ul>

TECHNIQUE	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
<b>EXPERT PANELS</b>			
<p>Public meeting designed in “Meet the Press” format. Media panel interviews experts from different perspectives.</p>	<ul style="list-style-type: none"> <li>● Provide opportunity for participation by general public following panel</li> <li>● Have a neutral moderator               <ul style="list-style-type: none"> <li>Agree on ground rules in advance</li> </ul> </li> <li>● Possibly encourage local organizations to sponsor rather than challenge</li> </ul>	<ul style="list-style-type: none"> <li>● Encourages education of the media</li> <li>● Presents opportunity for balanced discussion of key issues</li> <li>● Provides opportunity to dispel scientific misinformation</li> </ul>	<ul style="list-style-type: none"> <li>● Requires substantial preparation and organization</li> <li>● May enhance public concerns by increasing visibility of issues</li> </ul>
<b>BRIEFINGS</b>			
<p>Use regular meetings of social and civic clubs and organizations to provide an opportunity to inform and educate. Normally these groups need speakers. Examples of target audiences: Rotary Club, Lions Clubs, Elks Clubs, Kiwanis, League of Women Voters. Also a good technique for elected officials.</p>	<ul style="list-style-type: none"> <li>● KISS - Keep it Short and Simple</li> <li>● Use “show and tell” techniques</li> <li>● Bring visuals</li> </ul>	<ul style="list-style-type: none"> <li>● Control of information/ presentation</li> <li>● Opportunity to reach a wide variety of individuals who may not have been attracted to another format</li> <li>● Opportunity to expand mailing list</li> <li>● Similar presentations can be used for different groups</li> <li>● Builds community good will</li> </ul>	<ul style="list-style-type: none"> <li>● Project stakeholders may not be in target audiences</li> <li>● Topic may be too technical to capture interest of audience</li> </ul>
<b>CENTRAL INFORMATION CONTACT</b>			
<p>Identify designated contacts for the public and media</p>	<ul style="list-style-type: none"> <li>● If possible, list a person not a position</li> <li>● Best if contact person is local               <ul style="list-style-type: none"> <li>Anticipate how phones will be answered</li> </ul> </li> <li>● Make sure message is kept up to date</li> </ul>	<ul style="list-style-type: none"> <li>● People don’t get “the run around” when they call</li> <li>● Controls information flow</li> <li>● Conveys image of “accessibility”</li> </ul>	<ul style="list-style-type: none"> <li>● Designated contact must be committed to and prepared for prompt and accurate responses</li> <li>● May filter public message from technical staff and decision makers</li> <li>● May not serve to answer many of the toughest questions</li> </ul>
<b>WEB SITES</b>			
<p>A Web site provides information and links to other sites through the World Wide Web. Electronic mailing lists are included.</p>	<ul style="list-style-type: none"> <li>● A good home page is critical</li> <li>● Each Web page must be independent</li> <li>● Put critical information at the top of page</li> <li>● Use headings, bulleted and numbered lists to steer user</li> </ul>	<ul style="list-style-type: none"> <li>● Reaches across distances</li> <li>● Makes information accessible anywhere at any time</li> <li>● Saves printing and mailing costs</li> </ul>	<ul style="list-style-type: none"> <li>● User may not have easy access to the Internet or knowledge of how to use computers</li> <li>● Large files or graphics can take a long time to download</li> </ul>
<b>TECHNICAL INFORMATION CONTACT</b>			
<p>Providing access to technical expertise to individuals and organizations</p>	<ul style="list-style-type: none"> <li>● The technical resource must be perceived as credible by the audience</li> </ul>	<ul style="list-style-type: none"> <li>● Builds credibility and helps address public concerns about equity</li> <li>● Can be effective conflict resolution technique where facts are debated</li> </ul>	<ul style="list-style-type: none"> <li>● Limited opportunities exist for providing technical assistance</li> <li>● Technical experts may counter project information</li> </ul>

# Techniques to compile input and provide feedback

TECHNIQUE	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
<b>INFORMATION HOT LINE</b>			
Identify a separate line for public access to prerecorded project information or to reach project team members who can answer questions/ obtain input	<ul style="list-style-type: none"> <li>● Make sure contact has sufficient knowledge to answer most project-related questions</li> <li>● If possible, list a person not a position</li> <li>● Best if contact person is local</li> </ul>	<ul style="list-style-type: none"> <li>● People don't get "the run around" when they call</li> <li>● Controls information flow</li> <li>● Conveys image of "accessibility"</li> <li>● Easy to provide updates on project activities</li> </ul>	<ul style="list-style-type: none"> <li>● Designated contact must be committed to and prepared for prompt and accurate responses</li> </ul>
<b>INTERVIEWS</b>			
One-to-one meetings with stakeholders to gain information for developing or refining public involvement and consensus building programs	<ul style="list-style-type: none"> <li>● Where feasible, interviews should be conducted in-person, particularly when considering candidates for citizens committees</li> </ul>	<ul style="list-style-type: none"> <li>● Provides opportunity for in-depth information exchange in non-threatening forum</li> <li>● Provides opportunity to obtain feedback from all stakeholders</li> <li>● Can be used to evaluate potential citizen committee members</li> </ul>	<ul style="list-style-type: none"> <li>● Scheduling multiple interviews can be time consuming</li> </ul>
<b>IN-PERSON SURVEYS</b>			
One-on-one "focus groups" with standardized questionnaire or methodology such as "stated preference"	<ul style="list-style-type: none"> <li>● Make sure use of result is clear before technique is designed</li> </ul>	<ul style="list-style-type: none"> <li>● Provides traceable data</li> <li>● Reaches broad, representative public</li> </ul>	<ul style="list-style-type: none"> <li>● Expensive</li> </ul>
<b>RESPONSE SHEETS</b>			
Mail-In-forms often included in fact sheets and other project mailings to gain information on public concerns and preferences	<ul style="list-style-type: none"> <li>● Use prepaid postage</li> <li>● Include a section to add name to the mailing list</li> <li>● Document results as part of public involvement record</li> </ul>	<ul style="list-style-type: none"> <li>● Provides input from those who would be unlikely to attend meetings</li> <li>● Provides a mechanism for expanding mailing list</li> </ul>	<ul style="list-style-type: none"> <li>● Does not generate statistically valid results</li> <li>● Only as good as the mailing list</li> <li>● Results can be easily skewed</li> </ul>
<b>MAILED SURVEYS &amp; QUESTIONNAIRES</b>			
Inquiries mailed randomly to sample population to gain specific information for statistical validation	<ul style="list-style-type: none"> <li>● Make sure you need statistically valid results before making investment</li> <li>● Survey/questionnaire should be professionally developed and administered to avoid bias</li> <li>● Most suitable for general attitudinal surveys</li> </ul>	<ul style="list-style-type: none"> <li>● Provides input from individuals who would be unlikely to attend meetings</li> <li>● Provides input from cross-section of public not just activists</li> <li>● Statistically tested results are more persuasive with political bodies and the general public</li> </ul>	<ul style="list-style-type: none"> <li>● Response rate is generally low</li> <li>● For statistically valid results, can be labor intensive and expensive</li> <li>● Level of detail may be limited</li> </ul>

TECHNIQUE	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
<b>TELEPHONE SURVEYS/POLLS</b>			
Random sampling of population by telephone to gain specific information for statistical validation	<ul style="list-style-type: none"> <li>● Make sure you need statistically valid results before making investment</li> <li>● Survey/Questionnaire should be professionally developed and administered to avoid bias</li> <li>● Most suitable for general attitudinal surveys</li> </ul>	<ul style="list-style-type: none"> <li>● Provides input from individuals who would be unlikely to attend meetings</li> <li>● Provides input from cross-section of public, not just those on mailing list</li> <li>● Higher response rate than with mail-in surveys</li> </ul>	<ul style="list-style-type: none"> <li>● More expensive and labor intensive than mailed surveys</li> </ul>
<b>INTERNET SURVEYS/POLLS</b>			
Web-based response polls	<ul style="list-style-type: none"> <li>● Be precise in how you set up site, chat rooms or discussion places can generate more input than you can look at</li> </ul>	<ul style="list-style-type: none"> <li>● Provides input from individuals who would be unlikely to attend meetings</li> <li>● Provides input from cross-section of public, not just those on mailing list</li> <li>● Higher response rate than other communication forms</li> </ul>	<ul style="list-style-type: none"> <li>● Generally not statistically valid results</li> <li>● Can be very labor intensive to look at all of the responses</li> <li>● Cannot control geographic reach of poll</li> <li>● Results can be easily skewed</li> </ul>
<b>COMPUTER-BASED POLLING</b>			
Surveys conducted via computer network	<ul style="list-style-type: none"> <li>● Appropriate for attitudinal research</li> </ul>	<ul style="list-style-type: none"> <li>● Provides instant analyses of results</li> <li>● Can be used in multiple areas</li> <li>● Novelty of technique improves rate of response</li> </ul>	<ul style="list-style-type: none"> <li>● High expense</li> <li>● Detail of inquiry is limited</li> </ul>
<b>COMMUNITY FACILITATORS</b>			
Use qualified individuals in local community organizations to conduct project outreach	<ul style="list-style-type: none"> <li>● Define roles, responsibilities and limitations up front</li> <li>● Select and train facilitators carefully</li> </ul>	<ul style="list-style-type: none"> <li>● Promotes community-based involvement</li> <li>● Capitalizes on existing networks</li> <li>● Enhances project credibility</li> </ul>	<ul style="list-style-type: none"> <li>● Can be difficult to control information flow</li> <li>● Can build false expectations</li> </ul>
<b>FOCUS GROUPS</b>			
Message testing forum with randomly selected members of target audience. Can also be used to obtain input on planning decisions	<ul style="list-style-type: none"> <li>● Conduct at least two sessions for a given target</li> <li>● Use a skilled focus group facilitator to conduct the session</li> </ul>	<ul style="list-style-type: none"> <li>● Provides opportunity to test key messages prior to implementing program</li> <li>● Works best for select target audience</li> </ul>	<ul style="list-style-type: none"> <li>● Relatively expensive if conducted in focus group testing facility</li> </ul>
<b>DELIBERATIVE POLLING</b>			
Measures informed opinion on an issue	<ul style="list-style-type: none"> <li>● Do not expect or encourage participants to develop a shared view</li> <li>● Hire a facilitator experienced in this technique</li> </ul>	<ul style="list-style-type: none"> <li>● Can tell decision-makers what the public would think if they had more time and information</li> <li>● Exposure to different backgrounds, arguments, and views</li> </ul>	<ul style="list-style-type: none"> <li>● Resource intensive</li> <li>● Often held in conjunction with television companies</li> <li>● 2 – 3 day meeting</li> </ul>

# Techniques to bring people together

TECHNIQUE	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
<b>SIMULATION GAMES</b>			
Exercises that simulate project decisions	<ul style="list-style-type: none"> <li>● Test “game” before using</li> <li>● Be clear about how results will be used</li> </ul>	<ul style="list-style-type: none"> <li>● Can be designed to be an effective educational/training technique, especially for local officials</li> </ul>	<ul style="list-style-type: none"> <li>● Requires substantial preparation and time for implementation</li> <li>● Can be expensive</li> </ul>
<b>TOURS</b>			
Provide tours for key stakeholders, elected officials, advisory group members and the media	<ul style="list-style-type: none"> <li>● Know how many participants can be accommodated and make plans for overflow</li> <li>● Plan question/ answer session Consider providing refreshments</li> <li>● Demonstrations work better than presentations</li> </ul>	<ul style="list-style-type: none"> <li>● Opportunity to develop rapport with key stakeholders</li> <li>● Reduces outrage by making choices more familiar</li> </ul>	<ul style="list-style-type: none"> <li>● Number of participants is limited by logistics</li> <li>● Potentially attractive to protestors</li> </ul>
<b>OPEN HOUSES</b>			
An open house to allow the public to tour at their own pace. The facility should be set up with several stations, each addressing a separate issue. Resource people guide participants through the exhibits.	<ul style="list-style-type: none"> <li>● Someone should explain format at the door</li> <li>● Have each participant fill out a comment sheet to document their participation</li> <li>● Be prepared for a crowd all at once - develop a meeting contingency plan</li> <li>● Encourage people to draw on maps to actively participate</li> <li>● Set up stations so that several people (6-10) can view at once</li> </ul>	<ul style="list-style-type: none"> <li>● Foster small group or one-on-one communications</li> <li>● Ability to draw on other team members to answer difficult questions</li> <li>● Less likely to receive media coverage</li> <li>● Builds credibility</li> </ul>	<ul style="list-style-type: none"> <li>● Difficult to document public input</li> <li>● Agitators may stage themselves at each display</li> <li>● Usually more staff intensive than a meeting</li> </ul>
<b>COMMUNITY FAIRS</b>			
Central event with multiple activities to provide project information and raise awareness	<ul style="list-style-type: none"> <li>● All issues, large and small must be considered</li> <li>● Make sure adequate resources and staff are available</li> </ul>	<ul style="list-style-type: none"> <li>● Focuses public attention on one element</li> <li>● Conducive to media coverage</li> <li>● Allows for different levels of information sharing</li> </ul>	<ul style="list-style-type: none"> <li>● Public must be motivated to attend</li> <li>● Usually expensive to do it well</li> <li>● Can damage image if not done well</li> </ul>
<b>COFFEE KLATCHES</b>			
Small meetings within neighborhood usually at a person’s home	<ul style="list-style-type: none"> <li>● Make sure staff is very polite and appreciative</li> </ul>	<ul style="list-style-type: none"> <li>● Relaxed setting is conducive to effective dialogue</li> <li>● Maximizes two-way communication</li> </ul>	<ul style="list-style-type: none"> <li>● Can be costly and labor intensive</li> </ul>

TECHNIQUE	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
<b>MEETINGS WITH EXISTING GROUPS</b>			
Small meetings with existing groups or in conjunction with another event	<ul style="list-style-type: none"> <li>● Understand who the likely audience is to be</li> <li>● Make opportunities for one-on-one meetings</li> </ul>	<ul style="list-style-type: none"> <li>● Opportunity to get on the agenda</li> <li>● Provides opportunity for in-depth information exchange in non-threatening forum</li> </ul>	<ul style="list-style-type: none"> <li>● May be too selective and can leave out important groups</li> </ul>
<b>WEB-BASED MEETINGS</b>			
Meetings that occur via the Internet	<ul style="list-style-type: none"> <li>● Tailor agenda to your participants</li> <li>● Combine telephone and face-to-face meetings with Web-based meetings.</li> <li>● Plan for graphics and other supporting materials</li> </ul>	<ul style="list-style-type: none"> <li>● Cost and time efficient</li> <li>● Can include a broader audience</li> <li>● People can participate at different times or at the same time</li> </ul>	<ul style="list-style-type: none"> <li>● Consider timing if international time zones are represented</li> <li>● Difficult to manage or resolve conflict</li> </ul>
<b>COMPUTER-FACILITATED WORKSHOP</b>			
Any sized meeting when participants use interactive computer technology to register opinions	<ul style="list-style-type: none"> <li>● Understand your audience, particularly the demographic categories</li> <li>● Design the inquiries to provide useful results</li> <li>● Use facilitator trained in the technique</li> </ul>	<ul style="list-style-type: none"> <li>● Immediate graphic results prompt focused discussion</li> <li>● Areas of agreement/disagreement easily portrayed</li> <li>● Minority views are honored</li> <li>● Responses are private</li> <li>● Levels the playing field</li> </ul>	<ul style="list-style-type: none"> <li>● Software limits design</li> <li>● Potential for placing too much emphasis on numbers</li> <li>● Technology failure</li> </ul>
<b>PUBLIC HEARINGS</b>			
Formal meetings with scheduled presentations offered	<ul style="list-style-type: none"> <li>● Avoid if possible</li> </ul>	<ul style="list-style-type: none"> <li>● Provides opportunity for public to speak without rebuttal</li> </ul>	<ul style="list-style-type: none"> <li>● Does not foster constructive dialogue</li> <li>● Can perpetuate an us vs. them feeling</li> </ul>
<b>DESIGN CHARRETTES</b>			
Intensive session where participants re-design project features	<ul style="list-style-type: none"> <li>● Best used to foster creative ideas</li> <li>● Be clear about how results will be used</li> </ul>	<ul style="list-style-type: none"> <li>● Promotes joint problem solving and creative thinking</li> </ul>	<ul style="list-style-type: none"> <li>● Participants may not be seen as representative by larger public</li> </ul>
<b>CONSENSUS BUILDING TECHNIQUES</b>			
Techniques for building consensus on project decisions such as criteria and alternative selection. Often used with advisory committees. Techniques include Delphi, nominal group technique, public value assessment and many others.	<ul style="list-style-type: none"> <li>● Use simplified methodology</li> <li>● Allow adequate time to reach consensus</li> <li>● Consider one of the computerized systems that are available</li> <li>● Define levels of consensus, i.e. a group does not have to agree entirely upon a decision but rather agree enough so the discussion can move forward</li> </ul>	<ul style="list-style-type: none"> <li>● Encourages compromise among different interests</li> <li>● Provides structured and trackable decision making</li> </ul>	<ul style="list-style-type: none"> <li>● Not appropriate for groups with no interest in compromise</li> <li>● Clever parties can skew results</li> <li>● Does not produce a statistically valid solution</li> <li>● Consensus may not be reached</li> </ul>



TECHNIQUE	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
<b>ADVISORY COMMITTEES</b>			
<p>A group of representative stakeholders assembled to provide public input to the planning process</p>	<ul style="list-style-type: none"> <li>● Define roles and responsibilities up front</li> <li>● Be forthcoming with information</li> <li>● Use a consistently credible process</li> <li>● Interview potential committee members in person before selection</li> <li>● Use third party facilitation</li> </ul>	<ul style="list-style-type: none"> <li>● Provides for detailed analyses for project issues</li> <li>● Participants gain understanding of other perspectives, leading toward compromise</li> </ul>	<ul style="list-style-type: none"> <li>● General public may not embrace committee's recommendations</li> <li>● Members may not achieve consensus</li> <li>● Sponsor must accept need for give-and-take</li> <li>● Time and labor intensive</li> </ul>
<b>TASK FORCES</b>			
<p>A group of experts or representative stakeholders formed to develop a specific product or policy recommendation</p>	<ul style="list-style-type: none"> <li>● Obtain strong leadership in advance</li> <li>● Make sure membership has credibility with the public</li> </ul>	<ul style="list-style-type: none"> <li>● Findings of a task force of independent or diverse interests will have greater credibility</li> <li>● Provides constructive opportunity for compromise</li> </ul>	<ul style="list-style-type: none"> <li>● Task force may not come to consensus or results may be too general to be meaningful</li> <li>● Time and labor intensive</li> </ul>
<b>PANELS</b>			
<p>A group assembled to debate or provide input on specific issues</p>	<ul style="list-style-type: none"> <li>● Most appropriate to show different news to public</li> <li>● Panelists must be credible with public</li> </ul>	<ul style="list-style-type: none"> <li>● Provides opportunity to dispel misinformation</li> <li>● Can build credibility if all sides are represented</li> <li>● May create wanted media attention</li> </ul>	<ul style="list-style-type: none"> <li>● May create unwanted media attention</li> </ul>
<b>CITIZEN JURIES</b>			
<p>Small group of ordinary citizens empanelled to learn about an issue, cross examine witnesses, make a recommendation. Always non-binding with no legal standing</p>	<ul style="list-style-type: none"> <li>● Requires skilled moderator</li> <li>● Commissioning body must follow recommendations or explain why</li> <li>● Be clear about how results will be used</li> </ul>	<ul style="list-style-type: none"> <li>● Great opportunity to develop deep understanding of an issue</li> <li>● Public can identify with the "ordinary" citizens</li> <li>● Pinpoint fatal flaws or gauge public reaction</li> </ul>	<ul style="list-style-type: none"> <li>● Resource intensive</li> </ul>
<b>ROLE-PLAYING</b>			
<p>Participants act out characters in pre-defined situation followed by evaluation of the interaction</p>	<ul style="list-style-type: none"> <li>● Choose roles carefully. Ensure that all interests are represented.</li> <li>● People may need encouragement to play a role fully</li> </ul>	<ul style="list-style-type: none"> <li>● Allow people to take risk-free positions and view situation from other perspectives</li> <li>● Participants gain clearer understanding of issues</li> </ul>	<ul style="list-style-type: none"> <li>● People may not be able to actually achieve goal of seeing another's perspective</li> </ul>
<b>SAMOAN CIRCLE</b>			
<p>Leaderless meeting that stimulates active participation</p>	<ul style="list-style-type: none"> <li>● Set room up with center table surrounded by concentric circles</li> <li>● Need microphones</li> <li>● Requires several people to record discussion</li> </ul>	<ul style="list-style-type: none"> <li>● Can be used with 10 to 500 people</li> <li>● Works best with controversial issues</li> </ul>	<ul style="list-style-type: none"> <li>● Dialogue can stall or become monopolized</li> </ul>

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<b>OPEN SPACE TECHNOLOGY</b>			
<p>Participants offer topics and others participate according to interest</p>	<ul style="list-style-type: none"> <li>● Important to have a powerful theme or vision statement to generate topics</li> <li>● Need flexible facilities to accommodate numerous groups of different sizes</li> <li>● Groundrules and procedures must be carefully explained for success</li> </ul>	<ul style="list-style-type: none"> <li>● Provides structure for giving people opportunity and responsibility to create valuable product or experience</li> <li>● Includes immediate summary of discussion</li> </ul>	<ul style="list-style-type: none"> <li>● Most important issues could get lost in the shuffle</li> <li>● Can be difficult to get accurate reporting of results</li> </ul>
<b>WORKSHOPS</b>			
<p>An informal public meeting that may include a presentations and exhibits but ends with interactive working groups</p>	<ul style="list-style-type: none"> <li>● Know how you plan to use public input before the workshop</li> <li>● Conduct training in advance with small group facilitators. Each should receive a list of instructions, especially where procedures involve weighting/ ranking of factors or criteria</li> </ul>	<ul style="list-style-type: none"> <li>● Excellent for discussions on criteria or analysis of alternatives Fosters small group or one-to-one communication</li> <li>● Ability to draw on other team members to answer difficult questions</li> <li>● Builds credibility Maximizes feedback obtained from participants</li> <li>● Fosters public ownership in solving the problem</li> </ul>	<ul style="list-style-type: none"> <li>● Hostile participants may resist what they perceive to be the “divide and conquer” strategy of breaking into small groups</li> <li>● Several small-group facilitators are necessary</li> </ul>
<b>FUTURE SEARCH CONFERENCE</b>			
<p>Focuses on the future of an organization, a network of people, or community</p>	<ul style="list-style-type: none"> <li>● Hire a facilitator experienced in this technique</li> </ul>	<ul style="list-style-type: none"> <li>● Can involve hundreds of people simultaneously in major organizational change decisions</li> <li>● Individuals are experts</li> <li>● Can lead to substantial changes across entire organization</li> </ul>	<ul style="list-style-type: none"> <li>● Logistically challenging</li> <li>● May be difficult to gain complete commitment from all stakeholders</li> <li>● 2 — 3 day meeting</li> </ul>