Tempe Involving the Public (TIP) Manual

January 2015

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I. INTRODUCTION

The City of Tempe values resident input and believes that community members should be engaged early on in decisions that affect them. When done effectively, public involvement fosters cooperation and collaboration among individuals with differing viewpoints to find common ground. Rather than treating involvement as a process of competing interests, it is viewed as a forum where the public learns, forms opinions and preferences, and decides *together*.

Overview and Purpose

The *Tempe Involving the Public (TIP) Manual* was developed by the City of Tempe, in collaboration with the Tempe Neighborhood Advisory Commission, a 21-member citizen commission advising Mayor and Council on issues effecting neighborhoods, to maximize public input and engagement in planning activities. The goal of the manual is to provide a range of options for including citizens' voices in decision making for a variety of projects.

> ### *"Meaningful Public Involvement"*
>
> ✓ Community members have an appropriate opportunity to participate in decisions that will affect them.
>
> ✓ The concerns of all participants involved are reflected in the public involvement process.
>
> ✓ How the public's contributions were considered in the City's decision is clear and transparent.

There are four different project types: private development, capital improvement planning, service planning, or long-range planning.

1. Private Development Projects: The level of public involvement in these projects will depend on how much change is being requested and how broad an impact.

2. Capital Improvement Projects: These are projects undertaken by the city to improve infrastructure and facilities such as streets, parks, sewers, fire or police stations. The public will have the opportunity to get involved when the five-year Capital Improvement Budget is considered. As specific projects are initiated, citizens provide input on project design. The size of the project and the type of project will influence at what level citizens get involved.

3. Service Planning: The city's primary purpose is to supply and deliver a wide range of public services. These include police, fire, planning, transportation, parks, utilities, courts, human services, trash, libraries and recreation. Public input is sought, gathered and analyzed prior to making service changes. The public can also address the City Council, pertinent Boards and Commissions and Council Committees.

4. Long Range Planning: These are plans that consider issues impacting the whole community and/or that have a multi-year timeline. The goal is to provide a participatory planning process that will educate and involve the public and ensure that the planning process is open to all impacted stakeholders.

This *Manual* outlines how to design an appropriate public involvement process detailing what to expect as well as when and how participants can provide their input for public and private

development projects. However, some degree of flexibility and generality is necessary because the type of public involvement designed will vary depending on the project's scope, budget, and the level of expected public interest or project impact. Use of this *Manual* is required for developers as they conduct their neighborhood outreach prior to the public hearing process.

Participants Roles and Responsibilities

In all public decision-making processes, everyone is welcome to participate. Participants have increasing levels of influence on the decisions made depending on their role in the project. Roles and responsibilities of participants are described below.

Decision-Makers. Decision-makers are those with the legal or legislative authority to make decisions. This might include City Council, authorized City Staff, Boards and Commissions, or other government regulators or funding authorities.

Impacted Constituents. Property owners, residents, business owners, homeowner associations, neighborhood associations, business associations, community organizations, service user groups, and other constituents who have an interest in the process or who may be impacted by the project are usually the most active participants. They should be notified and involved in the planning process in an appropriate manner.

Technical Reviewers. Professional staff members from the City and other regulatory bodies provide technical and legal review and feedback to plans either during the planning process or its acceptance, adoption, or ratification.

General Public. Beyond impacted constituents, there may be others who are interested in the project, but not significantly impacted by it.

Levels of Public Influence

The level of influence public input has on decision-making is based on the degree to which authority is given to the participants. At the start of every project, this level of authority must be determined and confirmed with participants. It is possible that levels of influence will change during different project phases. The following International Association of Public Participation (IAP2) levels of public involvement assumes a hierarchical form where the activities included in each level are included in the one above. Refer to Appendix B for the IAP2 Public Participation Spectrum.

Inform. The *Inform* level is the least engaging of the various levels of participation. It offers one-way communication to participants. Its purpose is "to provide the public with balanced and objective information to assist them in understanding the problems, alternatives, and/or solutions."

Empower

Collaborate

Involve
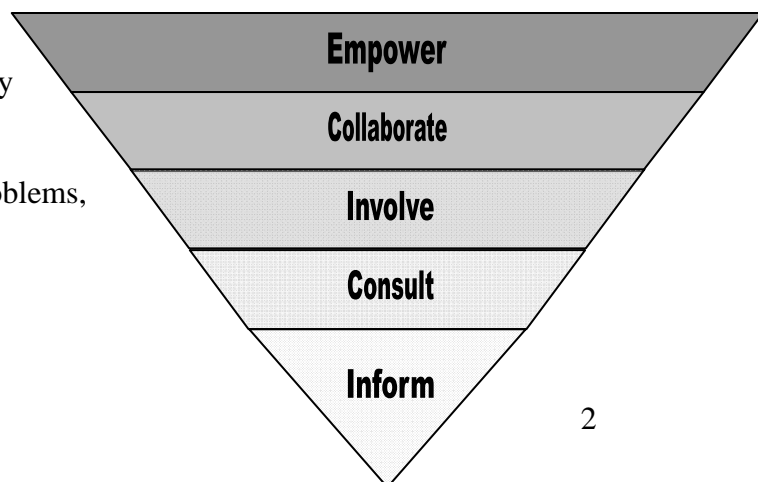
Consult

Inform

Consult. The *Consult* level provides information and gathers feedback from participants, but may not use that input in decision-making. It typically consists of a series of one-way communications. Its purpose is "to obtain public feedback on analysis, alternatives, and/or decisions."

Involve. The *Involve* level directly engages the public. Communication is typically through two-way, open dialogue. Its purpose is "to work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered."

Collaborate. To *Collaborate* means to engage the public in decisions made during each step of the project, including defining the issues, developing alternatives, formulating recommendations, and sometimes even implementing recommendations. Its purpose is "to partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution."

Empower. The *Empower* level gives the public the authority to make decisions that will be ratified by the City of Tempe and implemented according to the plan. Its purpose is "to place final decision-making in the hands of the public."

II. CITY OF TEMPE PROJECTS

Public Involvement Plan Components

The intent of the Public Involvement Plan (PIP) is to create an open and transparent process to guide the design of public projects resulting in a shared community vision. The role of a public involvement process is to provide objective information to assist the public in understanding the proposed project, to seek and encourage the involvement of all community members, to provide a variety of ways for the public to contribute ideas and offer feedback through all phases of the process, to make the process accessible and engaging to interested community members and to consider the public input in the design of the project.

All PIPs used in the City of Tempe must be developed according to this section of the TIP unless other specific regulatory requirements are mandated. The PIP will remain on file with the City and made available upon request.

There are eight components in a Public Involvement Plan, which are listed in the adjacent box. The Public Involvement Plan may evolve as conditions change, input is received or additional resources become available.

Public Involvement Program Components

1. Project Description and Background
2. Public Involvement Objectives
3. Stakeholder Analysis
4. Involvement Techniques and Communication Approach
5. Project Timeline
6. Public Meeting, Scheduling, Location & Access
7. Responsible Documentation
8. Process Evaluation and Conclusion

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1.   Project Description and Background

The Project Description and Background clearly and succinctly describes the project for which the PIP is being developed and its background. The narrative should answer the following questions:

- What is the project or program? What are the project boundaries?
- Who initiated the project?
- Why and how did the project come to be?
- What other projects or planning processes might be relevant, associated, or impacted?
- Who does the project impact (e.g., area or constituent groups)?
- Other pertinent information

2.   Public Involvement Objectives

Public Involvement Objectives describe the expected level of public influence in the public involvement process.

An effective public involvement process for a capital improvement project considers the size and scope of the project. The level of involvement also depends on the type of project. Highly technical projects such as reconstruction of a sewer pipe may have very limited public involvement opportunities due to the project's inflexible nature. The design of a park and its amenities provide much greater opportunity for interested citizens to *Collaborate* during the planning process.

Capital

Inform	Consult	Involve	Collaborate	Empower
▨	▨	▨	▨	

The level of influence in Service Planning should be *Involve* at minimum or *Collaborate* when possible. The level will depend on the technical or regulatory flexibility involved in decision-making. For example, the delivery of safe water must be left up to qualified experts, thus community members would not play a role in this service. On the other hand, determining library hours could involve significant public input. This input would play a part in the decision-making process.

Service

Inform	Consult	Involve	Collaborate	Empower
▨	▨	▨	▨	

Long-range planning requires a high level of public involvement. State law requires voter ratification of municipalities' general plan documents every 10 years. Therefore, all long-range plans, and particularly those relevant to the *Tempe General Plan 2040* or the *Zoning and Development Code* as amended should seek the *Involve* level of influence at minimum. In planning for more specific areas and neighborhoods, the City should seek to *Collaborate*. This

manual does not replace careful review of the requirements for Tempe General Plan 2040 adoption and amendments included in the *Tempe General Plan 2040* and *ZDC* as amended.

Long Range

Inform	Consult	Involve	Collaborate	Empower

3. Stakeholder Analysis

A Stakeholder Analysis identifies the community members that have an interest in the process or project in addition to their preliminary concerns or opinions. During the outreach effort, stakeholders should be informed about the general purpose of the planning process, invited to participate, and queried in regard to potential issues and types of concerns.

Internal and external community members that may have an interest in the city's planning processes are listed below:

Internal
Mayor and Council
Interdepartmental Staff
Boards and Commissions

External
Residents
Property owners
Neighborhood and Homeowners' Associations
Civic, Non-profit and Religious Groups
Educational Groups (PTAs, school districts, community colleges and ASU)
Businesses

4. Involvement Techniques and Communication Approach

Public involvement and communication techniques will vary depending on the type of planning process and the stakeholders (see Appendix C). The approach will be to facilitate working directly with the public throughout the process to ensure that the community's concerns and vision are consistently noted, understood and considered.

While traditional methods (meetings, presentations, and hearings etc.) still play an important role in public engagement, new participation and communication tools will also be extensively used to disseminate information and broaden outreach.

Some or all of the following methods will also be used to achieve broad and continuous public participation:
- Documents will be posted on the project website and made available at the City Clerk's Office and the Tempe Public Library.

- Comment forms will be available at public meeting(s), design charette(s), hearing(s), presentation(s), and on-line.
- Community survey(s) of residents, businesses and other interested parties.
- Online dialogue and interactive activities. These will include the Tempe Forum powered by Peak Democracy, which was founded to provide an online platform for citizen engagement designed to have the order and decorum of government meetings.
- Presentations to stakeholder Boards and Commissions
- Dedicated websites and online URLs will be used to share information and to collect feedback throughout the process
- Neighborhood Workshops
- Focus Groups
- Lecture Series
- Activities: Visual Preference Survey; Photo Safari; Placemaking Game; Character Area Community Walk / Ride; Self-guided Walking or Biking Tour; Dining Map Punch Card; Meeting-in-a-Box
- Web- based Activities; Virtual Meetings (online); WikiMaps Input; Google Earth
- Open Houses

Communication methods used may include:
- Press releases
- Tempe Today articles
- Water bill flyer insert
- Brochures and posters placed in common public areas
- Door hangers
- Mailed Notice
- Social media
- Tempe 11 video/banners
- Advertising
- Partner communication vehicles - work with the Neighborhood and Homeowners' Associations, Tempe Chamber, Tempe Tourism, the Downtown Tempe Community, Arizona State University, the school districts and others to include information in print newsletters, e-newsletters and online.

5. Project Timeline

The project timeline will clearly define the various steps to be taken to implement the project and carry out the PIP's objectives. The timeline should identify key milestones, how and when involvement will occur as well as decision points. Clarity on the anticipated timeline and stakeholder roles is important so that participants know what to expect in regard to next steps in the process as well as an overall time commitment for participation.

6. Public Input Scheduling, Location & Access

Public input opportunities need to be scheduled at times and in various locations in the city that help maximize attendance, should be held in locations accessible to persons with disabilities and should be held as near as possible to transit routes when possible.

With 48 hours advance notice, special assistance should be provided for persons with sight and/or hearing impairments; translators should also be made available for meetings when needed.

If required to meet the Arizona Open Meeting Law, agendas for public meetings must be posted at City Hall at least twenty-four (24) hours in advance of the public meeting. (Refer to Arizona Revised Statutes § 38-431.09 for specific requirements.)

7.   Responsible Documentation

Documentation of all phases of the process will occur for future use and understanding of how the program worked, what comments were received and how the results of the public involvement were used in the development of the project.

Documentation will include:
- The adopted Public Involvement Program
- List and samples of outreach and communication documents
- Database of participant contact information
- All public comments made
- Results of Surveys

8.   Process Evaluation & Conclusion

The City of Tempe seeks continual improvement of all of its activities. Evaluation will be performed throughout the public involvement process to ensure the Public Involvement Program is meeting participation requirements. Feedback opportunities related to public involvement techniques will be provided through the website and meetings and continuously reviewed.

Public Involvement Program's may change as conditions change or additional resources become available. The most current information about upcoming meetings and comment opportunities will be available on the dedicated website.

III. PRIVATE DEVELOPMENT PROJECTS

This *Manual* provides instructions for private applicants to create a Public Involvement Plan (PIP) after the Site Plan Review comments have been addressed and the project is ready for formal submittal. The purpose of the plan is to ensure that applicants pursue early and effective resident and property owner participation in regards to their land use applications in order to mitigate any real or perceived impacts their application may have on the community. This enables applicants to better comprehend the community's needs, resolve concerns at an early stage of the process and to facilitate ongoing communication between the applicant, interested citizens, property owners, City staff and elected officials throughout the application review process.

The planning of these projects is primarily conducted by the applicant and through a process required by the City of Tempe *Zoning and Development Code (ZDC)* as amended. The ZDC as amended explains approval and appeal authorities, detail requirements for application submittal and review, public notice and staff reports, public meetings and public hearings, conditions of approval, re-application and reconsideration of decisions, appeals and time extension, revocation, and transfer of permits/approvals.

Key steps in the public involvement process include: preparing and submitting a PIP to the city for review; implementing a PIP upon approval by the city; and preparing and submitting a Public Involvement Final Report after the implementation of the PIP has been completed.

Public Involvement Plan

The completion of the following is necessary for approval of a Public Involvement Plan (PIP). Each item listed below must be addressed in the PIP:

1. Attach a cover page titled "Public Involvement Plan," which lists information such as the project name, address, general cross streets, and case number(s), if assigned at this time.

2. Provide a brief description of the proposed project, including the specific entitlement request(s).

3. Include a draft copy of your notification letter and sign text in the Plan.

4. Describe the proposed format of the neighborhood meeting.

5. Assess whether language translation is needed for the notification and/or neighborhood meeting.

6. Notification:
   - Include the notification area map and provide a list of the property owners within the area who will be notified.
   - List any Registered Neighborhood and Homeowners' Associations, and their representatives, who will be notified.
   - Notification must occur a minimum of 15 days prior to the neighborhood meeting.
   - Confirm the date of the neighborhood meeting to ensure City Planning staff attendance whenever possible.

7. Identify to the best of your ability the stakeholders who will be directly and indirectly affected by your proposal and some of the concerns or issues these individuals may have.

8. State how individuals will be informed of any significant changes or amendments to the proposed development after the applicant's neighborhood meeting (notification by mail, a second neighborhood meeting, etc.).

9. Prepare a schedule with estimated dates for completion of the Public Involvement Plan. This should include:
   ▪ The date the Public Involvement Plan will be submitted to the project planner for review.
   ▪ The estimated date of notification mailings and posting of site.
   ▪ A submittal date for the Public Involvement Final Report (within 5 business days of the neighborhood meeting).

10. Receive sign-off authorization from the assigned Planner for the project, prior to mailing the notifications and posting the sign.

Public Involvement Final Report

Following the neighborhood meeting, a Public Involvement Final Report must be submitted. Each item listed below must be addressed in the report.

1. Attach a cover page titled "Public Involvement Final Report," which lists information such as the project name, address, general cross streets, and case number(s), if assigned at this time.

2. List dates that notification letters and meeting notices were mailed, newsletters, other publications were posted and/or advertised and signs were posted.

3. Attach a map of the notification area.

4. List the names of registered neighborhood and homeowners' associations that were notified.

5. Identify dates and locations of all meetings where citizens were invited to discuss the proposal. Include a description of the format of the neighborhood meeting.

6. Provide the total number of individuals noticed and the number of people that actually participated in the process. This includes individuals who attended the meeting(s), provided written comments, or phone calls.

7. List concerns and issues expressed by the participants and specify how each has or has not been addressed and why.

8. Attach copies of letters, photos of signs posted, affidavits, meeting invitations, newsletters, publications, meeting sign-in sheets, petitions received in support or against the proposed project, and any other materials pertaining to the public involvement process.

9. Submit Final Report to the assigned Planner for review.

IV. CONCLUSION

Recognizing the importance of informed decision-making, the City of Tempe, through the *Tempe Involving the Public Manual,* has sought to create a document that defines the City's public involvement processes.

The *Manual* sets expectations for the public on how they can provide input into public and private projects as well as establishing standards for conducting public involvement processes. As noted in this *Manual's* purpose section, it is important that the public involvement process remain open and flexible. Whether it is a matter of further planning or ongoing regulatory maintenance, it is vital to keep residents and interested parties informed about and engaged in the process.

For more information or assistance, please contact the Neighborhood Services Division at 480-350-8234 or neighborhoods@tempe.gov

An electronic version of the *Manual* is available at www.tempe.gov/TIPManual

The City of Tempe would like to thank the Neighborhood Advisory Commission for its dedication to and hard work on this project.

APPENDIX A

Overview Matrix

The Overview Matrix provides general insight into how types of planning, participants, and levels of influence all contribute to the type of public involvement plan that is designed for a given project.

	PRIVATE DEVELOPMENT PROJECTS	CAPITAL IMPROVEMENT PROJECTS (CIP)	SERVICE PLANNING	LONG-RANGE PLANNING
EXAMPLES OF EFFORTS	▪ Residential ▪ Commercial ▪ Mixed-Use	▪ Streets ▪ Water/Sewer ▪ Parks	▪ Public Safety ▪ Recreation ▪ Transit	▪ Tempe General Plan 2040 ▪ Character Plans ▪ Transportation Plan
WHO TO INVOLVE	▪ General public ▪ Applicant ▪ Impacted constituents ▪ City Staff	▪ General public ▪ Regulators ▪ Impacted constituents ▪ City Staff	▪ General public ▪ Regulators ▪ Impacted constituents ▪ City Staff	▪ General public ▪ Regulators ▪ Impacted constituents ▪ City Staff
POTENTIAL LEVEL OF PUBLIC INFLUENCE	▪ *Inform* if according to all existing ordinances ▪ *Consult* or *Involve* if in need of variances or other special requests	▪ *Consult* to Annual CIP Plan and Budget ▪ *Involve* for specific projects ▪ *Collaborate* for specific project design	▪ *Involve* up to *Collaborate*	▪ *Involve up to Empower*
EXAMPLES OF INVOLVEMENT TECHNIQUES*	▪ Public Comment ▪ Neighborhood Meetings ▪ Public Hearings	▪ Fact Sheets ▪ Open Houses ▪ Website Information ▪ Informational Meetings	▪ Surveys ▪ Focus Groups ▪ Public Meetings ▪ Advisory Committee	▪ Public Workshops ▪ Design Charrettes ▪ Task Forces

* FEDERAL, STATE, OR LOCAL REGULATIONS MAY DICTATE ADDITIONAL TYPES OF INVOLVEMENT AND COMMUNICATION PROCESSES.

APPENDIX B

IAP2 Public Participation Spectrum
Developed by the International Association for Public Participation

INCREASING LEVEL OF PUBLIC IMPACT

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL:	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, and/or solutions.	To obtain public feedback on analysis, alternatives, and/or decisions.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC:	We will keep You informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	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.	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.	We will implement what you decide.
EXAMPLE TOOLS:	▪ Fact Sheets ▪ Web Sites ▪ Open Houses	▪ Public Comment ▪ Focus Groups ▪ Surveys ▪ Public Meetings	▪ Workshops ▪ Deliberate Polling	▪ Citizen Advisory Committees ▪ Consensus-Building ▪ Participatory Decision-Making	▪ Citizen Juries ▪ Ballots ▪ Delegated Decisions

IAP2's PUBLIC PARTICIPATION TOOLBOX

TECHNIQUES TO SHARE INFORMATION

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
BILL STUFFERS			
Information flyer included with monthly utility bill	Design bill stuffers to be eye-catching to encourage readership	Widespread distribution within service area Economical use of existing mailings	Limited information can be conveyed Message may get confused as from the mailing entity
BRIEFINGS			
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.	KISS! Keep it Short and Simple Use "show and tell" techniques Bring visuals	Control of information/ presentation Opportunity to reach a wide variety of individuals who may not have been attracted to another format Opportunity to expand mailing list Similar presentations can be used for different groups Builds community goodwill	Project stakeholders may not be in target audiences Topic may be too technical to capture interest of audience
CENTRAL INFORMATION CONTACTS			
Identify designated contacts for the public and media	If possible, list a person not a position Best if contact person is local Anticipate how phones will be answered Make sure message is kept up to date	People don't get "the run around" when they call Controls information flow Conveys image of "accessibility"	Designated contact must be committed to and prepared for prompt and accurate responses May filter public message from technical staff and decision makers May not serve to answer many of the toughest questions
EXPERT PANELS			
Public meeting designed in "Meet the Press" format. Media panel interviews experts from different perspectives. Can also be conducted with a neutral moderator asking questions of panel members.	Provide opportunity for participation by general public following panel Have a neutral moderator Agree on ground rules in advance Possibly encourage local organizations to sponsor rather than challenge	Encourages education of the media Presents opportunity for balanced discussion of key issues Provides opportunity to dispel scientific misinformation	Requires substantial preparation and organization May enhance public concerns by increasing visibility of issues

An IAP2 Tipsheet provides more information about this technique.
Tipsheets are included as part of the course materials for IAP2's Techniques for Effective Public Participation.

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
FEATURE STORIES			
Focused stories on general project-related issues	Anticipate visuals or schedule interesting events to help sell the story Recognize that reporters are always looking for an angle	Can heighten the perceived importance of the project More likely to be read and taken seriously by the public	No control over what information is presented or how
FIELD OFFICES			
Offices established with prescribed hours to distribute information and respond to inquiries	Provide adequate staff to accommodate group tours Use brochures and videotapes to advertise and reach broader audience Consider providing internet access station Select an accessible and frequented location	Excellent opportunity to educate school children Places information dissemination in a positive educational setting Information is easily accessible to the public Provides an opportunity for more responsive ongoing communications focused on specific public involvement activities	Relatively expensive, especially for project-specific use Access is limited to those in vicinity of the center unless facility is mobile
HOT LINES			
Identify a separate line for public access to prerecorded project information or to reach project team members who can answer questions/obtain input	Make sure contact has sufficient knowledge to answer most project-related questions If possible, list a person not a position Best if contact person is local	People don't get "the run around" when they call Controls information flow Conveys image of "accessibility" Easy to provide updates on project activities	Designated contact must be committed to and prepared for prompt and accurate responses
INFORMATION KIOSKS			
A station where project information is available.	Make sure the information presented is appropriately tailored to the audience you want to reach. Place in well traveled areas. Can be temporary or permanent.	Can reach large numbers of people. Can use computer technology to make the kiosk interactive and to gather comments.	Equipment or materials may "disappear". Information needs to be kept up to date.

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
INFORMATION REPOSITORIES			
Libraries, city halls, distribution centers, schools, and other public facilities make good locations for housing project-related information	Make sure personnel at location know where materials are kept Keep list of repository items Track usage through a sign-in sheet	Relevant information is accessible to the public without incurring the costs or complications of tracking multiple copies sent to different people Can set up visible distribution centers for project information	Information repositories are often not well used by the public
LISTSERVES AND E-MAIL			
Both listserves and email are electronic mailing lists. With listserves, anyone can register on the listserve to receive any messages sent to the listserve. With e-mail, someone needs to create and maintain an electronic distribution list for the project.	People read and share e-mail quite differently from hard copy mail. Thus you must write messages differently. Augment with hard copy mail for those who prefer it or who don't have ready e-mail access. To share information of any sort including notifying stakeholders when new material is posted to a Web site, inviting them to upcoming meetings, including comment and evaluation forms, sharing summaries of meetings, comments and input, etc.	As an inexpensive way to directly reach stakeholders When you hope people will pass on messages to others since electronic-based mail is much easier to share than hard copies	Can be difficult to maintain accurate, current e-mail addresses as these tend to change more frequently than postal addresses.
NEWS CONFERENCES			
	Make sure all speakers are trained in media relations	Opportunity to reach all media in one setting	Limited to news-worthy events
NEWSPAPER INSERTS			
A "fact sheet" within the local newspaper	Design needs to get noticed in the pile of inserts Try on a day that has few other inserts	Provides community-wide distribution of information Presented in the context of local paper, insert is more likely to be read and taken seriously Provides opportunity to include public comment form	Expensive, especially in urban areas

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
PRESS RELEASES & PRESS PACKETS			
Press Releases Press packets (provides resource and background information plus contact information)	Fax or e-mail press releases or media kits Foster a relationship with editorial board and reporters	Informs the media of project milestones Press release language is often used directly in articles Opportunity for technical and legal reviews	Low media response rate Frequent poor placement of press release within newspapers
PRINT ADVERTISEMENTS			
Paid advertisements in newspapers and magazines	Figure out the best days and best sections of the paper to reach intended audience Avoid rarely read notice sections	Potentially reaches broad public	Expensive, especially in urban areas Allows for relatively limited amount of information
PRINTED PUBLIC INFORMATION MATERIALS			
Fact Sheets Newsletters Brochures Issue Papers Progress Reports Direct Mail Letters	KISS! Keep It Short and Simple Make it visually interesting but avoid a slick sales look Include a postage-paid comment form to encourage two-way communication and to expand mailing list Be sure to explain public role and how public comments have affected project decisions. Q&A format works well	Can reach large target audience Allows for technical and legal reviews Encourages written responses if comment form enclosed Facilitates documentation of public involvement process	Only as good as the mailing list/distribution network Limited capability to communicate complicated concepts No guarantee materials will be read
RESPONSIVENESS SUMMARIES			
A form of documentation that provides feedback to the public regarding comments received and how they are being incorporated	May be used to comply with legal requirements for comment documentation. Use publicly and openly to announce and show how all comments were addressed	Responsiveness summaries can be an effective way to demonstrate how public comments are addressed in the decision process.	With a large public, the process of response documentation can get unwieldy, especially if Web-based comments are involved.
TECHNICAL INFORMATION CONTACTS			
Providing access to technical expertise to individuals and organizations	The technical resource must be perceived as credible by the audience	Builds credibility and helps address public concerns about equity Can be effective conflict resolution technique where facts are debated	Limited opportunities exist for providing technical assistance Technical experts may counter project information

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
TECHNICAL REPORTS			
Technical documents reporting research or policy findings	Reports are often more credible if prepared by independent groups	Provides for thorough explanation of project decisions	Can be more detailed than desired by many participants May not be written in clear, accessible language
TELEVISION			
Television programming to present information and elicit audience response	Cable options are expanding and can be inexpensive Check out expanding video options on the internet	Can be used in multiple geographic areas Many people will take the time to watch rather than read Provides opportunity for positive media coverage at groundbreaking and other significant events	High expense Difficult to gauge impact on audience
WORLD WIDE WEB SITES			
Web site provides information and links to other sites through the World Wide Web. Electronic mailing lists are included.	A good home page is critical Each Web page must be independent Put critical information at the top of page Use headings, bulleted and numbered lists to steer user	Reaches across distances Makes information accessible anywhere at any time Saves printing and mailing costs	Users may not have easy access to the Internet or knowledge of how to use computers Large files or graphics can take a long time to download

Techniques to Compile and Provide Feedback

Technique	Think It Through	What Can Go Right?	What Can Go Wrong?
COMMENT FORMS			
Mail-In-forms often included in fact sheets and other project mailings to gain information on public concerns and preferences Can provide a Web-based or e-mailed form	Use prepaid postage Include a section to add name to the mailing list Document results as part of public involvement record	Provides input from those who would be unlikely to attend meetings Provides a mechanism for expanding mailing list	Does not generate statistically valid results Only as good as the mailing list Results can be easily skewed
COMPUTER-BASED POLLING			
Surveys conducted via computer network	Appropriate for attitudinal research	Provides instant analyses of results Can be used in multiple areas Novelty of technique improves rate of response	High expense Detail of inquiry is limited
COMMUNITY FACILITATORS			
Use qualified individuals in local community organizations to conduct project outreach	Define roles, responsibilities and limitations up front Select and train facilitators carefully	Promotes community-based involvement Capitalizes on existing networks Enhances project credibility	Can be difficult to control information flow Can build false expectations
DELPHI PROCESSES			
A method of obtaining agreement on forecasts or other parameters by a group people without the need for a face-to-face group process. The process involves several iterations of participant responses to a questionnaire and results tabulation and dissemination until additional iterations don't result in significant changes.	Delphi processes provide an opportunity to develop agreement among a group of people without the need for meeting Delphi processes can be conducted more rapidly with computer technology. You can modify the Delphi process to get agreement on sets of individuals to be representatives on advisory groups, to be presenters at symposia, etc.	Can be done anonymously so that people whose answers differ substantially from the norm can feel comfortable expressing themselves. A Delphi process can be especially useful when participants are in different geographic locations.	Keeping participants engaged and active in each round may be a challenge.
IN-PERSON SURVEYS			
One-on-one "focus groups" with standardized questionnaire or methodology such as "stated preference"	Make sure use of results is clear before technique is designed	Provides traceable data Reaches broad, representative public	Expensive

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
INTERNET SURVEYS/POLLS			
Web-based response polls	Be precise in how you set up site; chat rooms or discussion places can generate more input than can be reviewed	Provides input from individuals who would be unlikely to attend meetings Provides input from cross-section of public, not just those on mailing list Higher response rate than other communication forms	Generally not statistically valid results Can be very labor intensive to look at all of the responses Cannot control geographic reach of poll Results can be easily skewed
INTERVIEWS			
One-to-one meetings with stakeholders to gain information for developing or refining public involvement and consensus-building programs	Where feasible, interviews should be conducted in person, particularly when considering candidates for citizens committees	Provides opportunity for in-depth information exchange in non-threatening forum Provides opportunity to obtain feedback from all stakeholders Can be used to evaluate potential citizen committee members	Scheduling multiple interviews can be time consuming
MAILED SURVEYS & QUESTIONNAIRES			
Inquiries mailed randomly to sample population to gain specific information for statistical validation	Make sure you need statistically valid results before making investment Survey/questionnaire should be professionally developed and administered to avoid bias Most suitable for general attitudinal surveys	Provides input from individuals who would be unlikely to attend meetings Provides input from cross-section of public, not just activists Statistically valid results are more persuasive with political bodies and the general public	Response rate is generally low For statistically valid results, can be labor intensive and expensive Level of detail may be limited
RESIDENT FEEDBACK REGISTERS			
A randomly selected database of residents created to give feedback to an agency, business, or organization about its services, priorities, project or contentious issues.	Think through what terms the participants should have. In the United Kingdom, 2 years is common. Using an independent company to select the participants will help allay any cynical concerns of "handpicking" residents to get the answer sponsors want	Useful in gathering input from "regular" citizens, on an ongoing basis, instead of just from representatives of interest groups or those who more typically come to meetings, participate on advisory groups, etc. Provides useful input without requiring people to come to meetings	Panel may not be credible with the larger community if people feel they have not been selected fairly.

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
TELEPHONE SURVEYS/POLLS			
Random sampling of population by telephone to gain specific information for statistical validation	Make sure you need statistically valid results before making investment Survey/questionnaire should be professionally developed and administered to avoid bias Most suitable for general attitudinal surveys	Provides input from individuals who would be unlikely to attend meetings Provides input from cross-section of public, not just those on mailing list Higher response rate than with mail-in surveys	More expensive and labor intensive than mailed surveys

| TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
APPRECIATIVE INQUIRY PROCESSES			
Appreciative inquiry is a systematic process that uses the art and practice of asking questions and building upon narrative communications to surface imagination, innovation and commitment to action.	Requires "whole system" involvement; participants should be a microcosm of the potentially affected public. Process requires an especially high level of engagement by core team members.	Creates high level of engagement and commitment to change as an ongoing process, not a one-time event. Fosters positive, grassroots level action Connects the community by celebrating stories that reflect the best of what is and has been.	Participants need to "own" and co-create the process. Core team members may burn out. Given the high level of engagement, people expect to see changes as a result of the process. The sponsor of the process needs to be truly committed to the outcomes.
CHARRETTES			
Intensive session where participants design project features	Best used to foster creative ideas Be clear about how results will be used	Promotes joint problem solving and creative thinking	Participants may not be seen as representative by larger public
CITIZEN JURIES			
Small group of ordinary citizens empanelled to learn about an issue, crossexamine witnesses, make a recommendation. Always non-binding with no legal standing More Info: Citizen Jury® The Jefferson Center www.jefferson-center.org or www.soc.surrey.ac.ul/SRU/SRU37.html	Requires skilled moderator Commissioning body must follow recommendations or explain why Be clear about how results will be used	Great opportunity to develop deep understanding of an issue Public can identify with the "ordinary" citizens Pinpoint fatal flaws or gauge public reaction	Resource intensive
COFFEE KLATCHES – KITCHEN TABLE MEETINGS			
Small meetings within neighborhood usually at a person's home	Make sure staff is very polite and appreciative	Relaxed setting is conducive to effective dialogue Maximizes two-way communication	Can be costly and labor intensive
COMPUTER-ASSISTED MEETINGS			
Any sized meeting when participants use interactive computer technology to register opinions	Understand your audience, particularly the demographic categories Design the inquiries to provide useful results Use facilitator trained in the technique and technology	Immediate graphic results prompt focused discussion Areas of agreement/disagreement easily portrayed Minority views are honored Responses are private Levels the playing field	Software limits design Potential for placing too much emphasis on numbers Technology failure

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
DELIBERATIVE DIALOGUES			
A systematic dialogic process that brings people together as a group to make choices about difficult, complex public issues where there is a lot of uncertainty about solutions and a high likelihood of people polarizing on the issue. The goal of deliberation is to find where there is common ground for action.	Considerable upfront planning and preparation may be needed. The deliberation revolves around 3 or 4 options described in an Issue or Options booklet. Process should be facilitated by a trained moderator. Deliberation should occur in a relatively small group, about 8 to 20 people. A larger public may need to break into several forums, requiring more moderators.	Participants openly share different perspectives and end up with a broader view on an issue. A diverse group identifies the area of common ground, within which decision makers can make policies and plans.	Participants may not truly reflect different perspectives. Participants are not willing to openly discuss areas of conflict.
DELIBERATIVE POLLING PROCESSES			
Measures informed opinion on an issue More Info: The Center for Deliberative Democracy http://cdd.stanford.edu	Do not expect or encourage participants to develop a shared view Hire a facilitator experienced in this technique	Can tell decision makers what the public would think if they had more time and information Exposure to different backgrounds, arguments and views	Resource intensive Often held in conjunction with television companies 2- to 3-day meeting
DIALOGUE TECHNIQUES			
An intentional form of communication that supports the creation of shared meaning.	Dialogue requires discipline to intentionally suspend judgment and fully listen to one another. Participants need to be open to communication that engages both thinking and feeling. Participants need to feel safe to speak truthfully. It is important to carefully craft questions to be addressed in dialogue.	The group engages in "the art of thinking together" and creates shared meaning on a difficult issue. A new understanding of a problem or opportunity emerges.	Participants are "ready" to engage in dialogic communication. They may not able to move from individual positions and reflectively listen to each other.
FAIRS & EVENTS			
Central event with multiple activities to provide project information and raise awareness	All issues — large and small — must be considered Make sure adequate resources and staff are available	Focuses public attention on one element Conducive to media coverage Allows for different levels of information sharing	Public must be motivated to attend Usually expensive to do it well Can damage image if not done well

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
FISHBOWL PROCESSES			
A meeting where decision makers do their work in a "fishbowl" so that the public can openly view their deliberations.	The meeting can be designed so that the public can participate by joining the fishbowl temporarily or moving about the room to indicate preferences.	Transparent decision making. Decision makers are able to gauge public reaction in the course of their deliberations.	The roles and responsibilities of the decision makers and the public may not be clear.
FOCUSED CONVERSATIONS			
A structured approach to exploring a challenging situation or difficult issue by using a series of questions arranged in four stages: Objective — Review facts Reflective — Review emotional response Interpretive — Review meaning Decisional — Consider future action	Plan the series of questions ahead of time and don't skip a step. May be used in many different settings, from debriefing a process to exploring the level of agreement on a given topic. Be clear on the intent of the conversation.	People learn new information and insights on a complex issue. People learn to respect and understand other views. The decisional steps leads to individual or collective action.	People jump ahead to interpretation or decisions and lose the meaning of the structured process.
FOCUS GROUPS			
Message testing forum with randomly selected members of target audience. Can also be used to obtain input on planning decisions	Conduct at least two sessions for a given target Use a skilled focus group facilitator to conduct the session	Provides opportunity to test key messages prior to implementing program Works best for select target audience	Relatively expensive if conducted in focus group testing facility May require payment to particpants
FUTURE SEARCH CONFERENCES			
Focuses on the future of an organization, a network of people or community More Info: Future Search Network www.futuresearch.net	Hire a facilitator experienced in this technique	Can involve hundreds of people simultaneously in major organizational change decisions Individuals are experts Can lead to substantial changes across entire organization	Logistically challenging May be difficult to gain complete commitment from all stakeholders 2- to 3-day meeting
MEETINGS WITH EXISTING GROUPS			
Small meetings with existing groups or in conjunction with another group's event	Understand who the likely audience is to be Make opportunities for one-on-one meetings	Opportunity to get on the agenda Provides opportunity for in-depth information exchange in non-threatening forum	May be too selective and can leave out important groups

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
ONGOING ADVISORY GROUPS			
A group of representative stakeholders assembled to provide public input to the planning process. May also have members from the project team and experts.	Define roles and responsibilities up front Be forthcoming with information Use a consistently credible process Interview potential committee members in person before selection Use third-party facilitation	Provides for detailed analyses for project issues Participants gain understanding of other perspectives, leading toward compromise	General public may not embrace committee's recommendations Members may not achieve consensus Sponsor must accept need for give-and-take Time and labor intensive
OPEN HOUSES			
An open house encourages the public to tour at their own pace. The facility should be set up with several informational stations, each addressing a separate issue. Resource people guide participants through the exhibits.	Someone should explain format at the door Have each participant fill out a comment sheet to document their participation Be prepared for a crowd all at once — develop a meeting contingency plan Encourage people to draw on maps to actively participate Set up stations so that several people (6-10) can view at once	Foster small group or one-on-one communications Ability to draw on other team members to answer difficult questions Less likely to receive media coverage Builds credibility	Difficult to document public input Agitators may stage themselves at each display Usually more staff intensive than a meeting
OPEN SPACE MEETINGS			
Participants offer topics and others participate according to interest More Info: H.H. Owens & Co. www.openspaceworld.com	Important to have a powerful theme or vision statement to generate topics Need flexible facilities to accommodate numerous groups of different sizes Ground rules and procedures must be carefully explained for success	Provides structure for giving people opportunity and responsibility to create valuable product or experience Includes immediate summary of discussion	Most important issues could get lost in the shuffle Can be difficult to get accurate reporting of results
PANELS			
A group assembled to debate or provide input on specific issues	Most appropriate to show different news to public Panelists must be credible with public	Provides opportunity to dispel misinformation Can build credibility if all sides are represented May create wanted media attention	May create unwanted media attention

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
PUBLIC HEARINGS			
Formal meetings with scheduled presentations offered. Typically, members of the public individually state opinions/positions that are recorded.	May be required by sponsor and/or legal requirement	Provides opportunity for public to speak without rebuttal	Does not foster constructive dialogue Can perpetuate an "us vs. them" feeling
PUBLIC MEETINGS			
An organized large-group meeting usually used to make a presentation and give the public an opportunity to ask questions and give comments. Public meetings are open to the public at large	Set up the meeting to be as welcoming and receptive as possible to ideas and opinions and to increase interaction between technical staff and the public. Review all materials and presentations ahead of time.	Participants hear relevant information and have an open opportunity to ask questions and comment. People learn more by hearing others' questions and comments. Legal requirements are met	The meeting escalates out of control because emotions are high. Facilitators are not able to establish an open and neutral environment for all views to be shared.
REVOLVING CONVERSATIONS (ALSO KNOW AS SAMOAN CIRCLES)			
Leaderless meeting that stimulates active participation More Info:Larry Aggens www.involve.com	Set room up with center table surrounded by concentric circles Need microphones Requires several people to record	Can be used with 10 to 500 people Works best with controversial issues	Dialogue can stall or become monopolized
STUDY CIRCLES			
A highly participatory process for involving numerous small groups in making a difference in their communities.	Study circles work best if multiple groups working at the same time in different locations and then come together to share. Study circles are typically structured around a study circle guide	Large numbers of people are involved without having them all meet at the same time and place. A diverse group of people agrees on opportunities for action to create social change.	Participants may find that the results are hard to assess and may feel that the process didn't lead to concrete action. It may be difficult to reach and engage some segments of the community.
SYMPOSIA			
A meeting or conference to discuss a particular topic involving multiple speakers.	Provides an opportunity for presentations by experts with different views on a topic. Requires upfront planning to identify appropriate speakers. Needs strong publicity.	People learn new information on different sides of an issue. Provides a foundation for informed involvement by the public.	Experts don't represent different perspectives on an issue. Controversial presenters may draw protests.

Technique	Think It Through	What Can Go Right?	What Can Go Wrong?
TASK FORCES – EXPERT COMMITTEE			
A group of experts or representative stakeholders formed to develop a specific product or policy recommendation	Obtain strong leadership in advance Make sure membership has credibility with the public	Findings of a task force of independent or diverse interests will have greater credibility Provides constructive opportunity for compromise	Task force may not come to consensus or results may be too general to be meaningful Time and labor intensive
TOURS AND FIELD TRIPS — GUIDED AND SELF-GUIDED			
Provide tours for key stakeholders, elected officials, advisory group members and the media	Know how many participants can be accommodated and make plans for overflow Plan question/answer session Consider providing refreshments Demonstrations work better than presentations Can be implemented as a self-guided with an itinerary and tour journal of guided questions and observations	Opportunity to develop rapport with key stakeholders Reduces outrage by making choices more familiar	Number of participants is limited by logistics Potentially attractive to protestors
TOWN MEETINGS			
A group meeting format where people come together as equals to share concerns.	Town meetings are often hosted by elected officials to elicit input from constituents. There are cultural and political differences in the understanding of the term "town meeting." It may be interpreted differently wherever you are working.	Views are openly expressed. Officials hear from their constituents in an open forum.	The meeting escalates out of control because emotions are high. Facilitators are not able to establish an open and neutral environment for all views to be shared.
WEB-BASED MEETINGS			
Meetings that occur via the Internet	Tailor agenda to your participants Combine telephone and face-to-face meetings with Web-based meetings. Plan for graphics and other supporting materials	Cost and time efficient Can include a broader audience People can participate at different times or at the same time	Consider timing if international time zones are represented Difficult to manage or resolve conflict

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
WORKSHOPS			
An informal public meeting that may include presentations and exhibits but ends with interactive working groups	Know how you plan to use public input before the workshop 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	Excellent for discussions on criteria or analysis of alternatives Fosters small group or one-to-one communication Ability to draw on other team members to answer difficult questions Builds credibility Maximizes feedback obtained from participants Fosters public ownership in solving the problem	Hostile participants may resist what they perceive to be the "divide and conquer" strategy of breaking into small groups Several small-group facilitators are necessary
WORLD CAFES			
A meeting process featuring a series of simultaneous conversations in response to predetermined questions Participants change tables during the process and focus on identifying common ground in response to each question.	Room set-up is important. The room should feel conducive to a conversation and not as institutional as the standard meeting format. Allows for people to work in small groups without staff facilitators. Think through how to bring closure to the series of conversations.	Participants feel a stronger connection to the full group because they have talked to people at different tables. Good questions help people move from raising concerns to learning new views and co-creating solutions.	Participants resist moving from table to table. Reporting results at the end becomes awkward or tedious for a large group. The questions evoke the same responses.