
INDEX

A

Aarhus Convention (1998), 1
Active participants, 53–54
Adams, J.W.R., 155, 161
Advertisements, 99
Advisory committee review, 220–221
Advisory group procedural issues:
 attendance and alternates, 187;
 communication with constituencies, public, and media, 188;
 confidentiality of materials, 187;
 external consultants, 189; group member expenses, 188; minutes, 189; parliamentary procedure, 188; participation of observers, 187; scheduling meetings, 189; staff support, 189; steering committee, 189; subcommittees, 187; voting, 186–187
Advisory groups: advantages of using, 183; described, 103; methods for selecting members of, 185–186; principles for establishing, 184–185; procedural issues of, 186–189
Agencies: coffee klatch used by, 107, 141; decision-making authority

 retained by, 12–13; rationale for public participation in decisions by, 14–17
Agenda for public meetings, 147–148
Aggens, L., 52, 156
Alternative dispute resolution (ADR), 109
Analyzing public comments: content analysis tool used for, 206–209; difference between evaluating and, 206, 211–212; reporting information to public after, 212–213; for underlying values, 209–210; visual summaries in, 210–211. *See also* Public participation
Appreciative Inquiry Summit, 103–104
Audience size, 148
Auditorium-style seating arrangement, 173, 174

B

Backcasting in small groups, 155–156
Banquet seating arrangement, 176
Bar chart, 211

Beierle, T. C., 20, 217
Beneficiary assessment, 104
Best practices criteria, 216–217
Bleiker, A., 10
Bleiker, H., 10
Brainstorming, 156
Briefings: described, 140; information dispersed through, 90–91; media, 97

C

Cable television, 127
Case studies. *See* Public participation cases
Cayford, J., 20, 217
Central Arizona Water Control Study (CAWCS) case: background information on, 233; description of, 233–236; outcome of, 236
Charrette (or design charrette), 105–106
Checkpoint meetings, 221
Circular seating arrangement, 174–175
Citizens' advisory group, 103
City Walk, 106–107

Civil society–public participation link, 19

Co-decision makers participation orbit, 53, 54

Coffee klatch (or *klatsch*), 107, 141

Commenters participation orbit, 53

Communication: between advisory groups and public, media, and constituencies, 188; creative ways to use Internet for, 204; facilitator clarification and acceptance of, 170; technical jargon as barrier to, 203

Communicators Guide for Federal, State, Regional and Local Communicators, 86

Computer-aided negotiation, 108

Concept mapping, 211, 212

Confidentiality: of advisory group materials, 187; interview guidelines regarding, 194–195

Consensus building, 10–11, 19, 108–109

Consensus conference, 109–111

Consensus seeking, 10–11

Consensus test, 171

Consultants: pointers for using, 225–226; types of, 223–225

Consultants, types of: facilitation, 223–224; process design and management, 224; program implementation, 224–225

Content analysis, 206–209

Controversy level, 60–61

Corps of Engineers listening sessions, 163–165

Council (keypad technology), 118

Credibility: as factor in selecting type of meeting, 148; issues of, 19; organizational, 70; working with the media and keeping, 201

Creighton, J. L., 10, 155, 161

Critical Path Analysis, 39

D

Danish Board of Technology, 109

Database maintenance, 80–81

Decide-announce-defend approach to public communication, 9

Decision analysis: six steps of, 29–30; step 1: decide who needs to be

involved, 30–32; step 2: clarify who the decision maker will be, 32–34; step 3: clarify the decision being made or problem being solved, 34–38; step 4: specify and schedule decision-making stages, 38–41; step 5: identify institutional constraints and circumstances influencing public participation, 41; step 6: decide what level of public participation is needed, 42–43

Decision makers: clarifying who will be the, 32–34; described, 54

Decision making: agencies retaining authority for, 12–13; clarifying which decision is involved in, 34–38; comparing public participation versus unilateral, 18; duration of, process, 65; generic time line on, 71, 72; getting agreement and consensus building in, 10–11; interested public involved in steps of, 22; process for major technology decision, 39; public participation as integrated in, 21–22; public participation to ensure involvement of stakeholders in, 22–24; specifying and scheduling stages of, 38–41; by technical experts, 15–16; technical options in, 36–37; values underlying policy, 16–17. *See also* Problem solving

Delli Priscoli, J., 156

Designing public meetings: meeting planning wall chart for, 145; step 1: review objectives for decision-making stage, 144; step 2: get agreement on what you hope to accomplish, 144, 146; step 3: discuss how you will use information from public, 146; step 4: identify stakeholders expected to participate, 146; step 5: list topics that need to be covered, 146; step 6: identify level of interaction you need for each topic, 146–147; step 7: select meeting activities for each topic, 147; step 8: allocate time for

various topics, 147; step 9: prepare an agenda, 147–148; step 10: determine seating arrangements and logistical needs, 148; steps for, 143–144

Developing interactive meetings: large group/small group meetings for, 152–155; nominal group process for, 157–158; ranking processes used for, 159–160; Samoan Circles format for, 151–152; scale used with dot democracy activity for, 157; scenario building used for, 160–161; structured small group processes for, 155–157; SWOT used for, 161; wall charts and process guides used for, 161–162; yellow stickies used for, 158–159

Digital divide, 120

Displays to encourage public participation, 91

Divided or united public, 69

Dot democracy activity, 156–157

E

École des Beaux-Arts, 105

Environmental documents, 94

Evaluating public comments, 206, 211–212

Evaluating public participation: being clear on criteria for success, 214–215; evaluating overall program, 215–218; focusing on specific activities, 219–222

Evaluating public participation activities: advisory committee review, 220–221; checkpoint meetings, 221; focus group review, 221; hand-in response forms, 220; interviews, 220; mail-in response form in newsletters, 220; polls, 221–222; postmortems, 221

Evaluation of public participation: based on best practices, 216–217; based on social goals, 217–218; based on stakeholder-generated objectives and measures, 215–216; evaluating the, 218–219

Exhibits to encourage public participation, 91
 Experts, decision making by, 15–16

F

Facilitating public meetings: facilitator behaviors when, 170–171; facilitator's knowledge of subject matter and, 172; general principles of leadership and, 167–168; implementing public participation by, 80; role of facilitator in, 169; using consultant for, 223–224; who should lead a public meeting, 168–169
 Facilitation skills: information collection using, 111; used for small groups, 153–154. *See also* Leadership
 Feature stories, 91–92
 Federal Communicators Network, 86
 Feelings, acceptance and acknowledgment of, 170
 Field trips, 111–113
 Focus group review, 221
 Focus groups, 113–116
 Forecasting, 155
 Fort McDowell Indian Community, 233, 234
 Frewer, L., 216, 218
 Future Search, 116–117

G

Gantt chart, 39
 Goals: defining public participation, 62–64; evaluation based on social, 217–218; evaluation based on stakeholder-generated objectives and, 215–216
 Graphic artist, 80
 Graphic process guides, 161–162
 Groupware, 117–118
 Grove Consultants International, 161

H

H. H. Harrison and Company, 125
 Halprin, L., 106
 Hand-in response forms, 220
 Hearings, 121, 130

Hewlett Packard Office Building case: background of, 236–238; description of, 238–241; outcome of, 241–242; public participation program put into place during, 239–241
 Hotlines, 118–119

I

Imaginary field trips, 112
 Implementation lessons: on getting publication approved, 81–82; never take elected official by surprise, 81; on not outnumbering the public at meetings, 83; on technology backup plan, 82–83; on visiting meeting room in advance, 82
 Implementation, organizing for: facilitating meetings for, 80; graphic artists, publications, publicity, and media relations in, 80; logistical considerations of, 81; mailing list preparation and database maintenance in, 80–81; spokesperson in, 79; technical experts in, 79–80; using consultant as part of, 224–225
 Implementation planning: hard-learned lessons on, 81–83; kinds of questions addressed during, 78–79; and organizing for implementation, 79–81; using consultant to help with, 224–225
 Industry vision graphic guide, 162
 Information collection: advisory groups and task forces for, 103; Appreciative Inquiry Summit for, 103–104; beneficiary assessment for, 104; charrette for, 105–106; City Walk for, 106–107; coffee klatch for, 107; computer-aided negotiation for, 108; consensus conference for, 109–111; facilitation for, 111; field trips for, 111–113; focus groups for, 113–116; Future Search for, 116–117; groupware for, 117–118; hotlines for, 118–119; Internet used for, 119–120; interviews for, 120–121; meetings, hearings, and workshops for, 121, 130–131; multiattribute utility analysis for, 121–123; open house used for, 123–125; Open Space meetings for, 125–126; Participatory Rural Appraisal for, 126; participatory technology assessment for, 109, 126–127; participatory television and cable television for, 127; plebscite for, 127–128; polls and surveys for, 128–130; retreat used for, 131; Samoan Circle for, 131–132; SARAR techniques for, 132–133; task forces for, 103, 133; through consensus building, 10–11, 19, 108–109; town meeting for, 133; uses of information resulting from, in public meeting, 146; visioning used for, 133–134; workshops used for, 121, 134
 Information dissemination: briefings for, 90–91, 97, 140; exhibits and displays for, 91; feature stories for, 91–92; information repositories for, 92–93; Internet used for, 93; mass mailings for, 94; panels for, 99–100; presentations to community groups for, 100; public service announcements for, 100–101; reporting to public, 212–213; symposium for, 101, 141; technical reports or environmental documents for, 94. *See also* Media
 Information exchange: analyzing, 63; defining, 65; identifying the, 66
 Information repositories, 92–93
 Informed consent, 10
 Institutions, existing, as mechanisms for participation 70
 Interactive meetings. *See* Developing interactive meetings
 International Association for Public Participation (IAP2), 7–8
 Internet, the: collecting information through, 119–120; creative ways to communicate using, 204; focus group services found on, 115; information provided through, 93; Web-based hotlines

- found on, 119; Web-based repositories on, 92–93
- Interview guidelines: for asking questions, 193–194; clarifying the purpose, 191–192; for confidentiality, 194–195; for interview length, 193; selecting people to be interviewed, 192–193; for sharing information, 195; for taking notes, 194
- Interviewer effect, 191
- Interviews: advantages of using, 190–191; dispersing information through media, 94–96; evaluation through, 220; guidelines for conducting, 191–195; information collection through, 120–121; leading questions during, 193–194; open-ended questions during, 194
- Issue management planning worksheet, 59
- Issues: assessing level of controversy over, 60–61; credibility and legitimacy, 19; developing plan for managing, 58–59; identifying potential concerns and, 57–58; identifying special circumstances of, 65–68; importance to groups, 68; maturity of, 70; political sensitivity of, 70
- J**
- Journey vision graphic guide, 162
- L**
- Large group circular seating arrangement, 174, 175
- Large group/small group meeting: Corps of Engineers listening sessions example of, 163–165; described, 140; information dispersed through, 121; for making large meetings more interactive, 151–162
- Large group/small group seating arrangement, 176, 177
- Leadership: facilitation of public meetings by organizational, 80, 168–172; general principles of meeting, 167–168; securing spokesperson as part of, 79. *See also* Facilitation skills
- League of Women Voters, 90
- Legitimacy issues, 19
- Listening sessions, Corps of Engineers, 163–165
- Logistics: additional, factors, 177; assigning responsibility for, 81; and meeting preparation checklist, 177–179; of public meetings, 148; seating arrangements, 173–177; time and place of meetings, 176–177
- Loveless, L., 236
- M**
- Mail-in response form in newsletters, 220
- Mailing lists, 80–81
- Marsh, G., 216, 218
- Mass mailings, 94
- Media: communication between advisory groups and, 188; creative, uses of Internet, 204; feature stories of, 91–92; guidelines for working with the, 201–203; interviews and talk show appearances, 94–96; news releases, 98–99; newspaper inserts, 98; paid advertisements, 99; professional support for working with, 203–204; public affairs officer working with the, 200–201; public service announcements through, 100–101; understanding the, 197–200. *See also* Information dissemination; Radio; Television
- Media behavior: balance and, 198–199; limited time and expertise and, 199; newsworthiness and, 198; understanding, 197–198; and understanding that everybody has an axe to grind, 199–200
- Media briefings, 97
- Media guidelines: explore mutual interests, 202; maximum disclosure, minimum delay, 201–202; present information in interesting manner, 202–203; respect the media's professional obligations, 202
- Media kits, 96–97
- Media relations: professional support to help with, 203–204; public participation program and role of, 196–197; responsibility for publicity and, 80
- Meeting planning wall chart, 145
- Meetings. *See* Public meetings
- MGTaylor, 155
- Mind map, 116–117
- Multiattribute utility analysis (MAUA), 121–123
- N**
- Name tags, 153
- News conferences, 97
- Newsletters: evaluating mail-in response form for, 220; getting information to public through, 97–98
- Newspaper inserts, 98
- Nominal group process, 157–158
- O**
- OASIS software program, 108
- Objectives. *See* Goals
- Observers participation orbit, 52, 53
- Open houses, 123–125, 141
- Open Space meetings, 125–126
- Open-ended questions, 194
- OptionFinder (keypad technology), 118
- Orbits of participation, 52–54; matching participation mechanisms to, 56
- Organizations: credibility of, 70; special circumstances due to characteristics of, 70–71
- Orme Dam, 233, 234, 235–236
- Outcome criteria, 215
- Owen, H., 125
- P**
- Paid advertisements, 99
- Panels: consensus conference using, 109–111; described, 140;

- gathering information through, 99–100
- Parliamentary procedure, 188
- Participation: categories of, 9–11;
 - continuum of, 9; determining correct level of, 11–12; meaning of, 8
- Participation categories: consultation and collaborative problem solving, 10; getting agreement and consensus building, 10–11; procedural public participation, 9; public information and public relations, 9
- Participatory Rural Appraisal, 126
- Participatory technology assessment, 109, 126–127
- Participatory television, 127
- PERT chart, 39
- Pimbert, M., 2
- Place of meeting, 176–177
- Planning teams, 46–47
- Plebscitate, 127–128
- Pocket chart for gathering information, 132
- Policy decision-making values, 16–17
- Political sensitivity, 70
- Polls, 128–130, 221–222
- Postmortems, 221
- Power symbols, 167–168
- Precommitment to alternative, 70–71
- Problem solving: clarifying what problem is involved in, 34–38; consultation and collaborative, 10; facilitator statement of problem prior to, 171; technical options for, 36–37. *See also* Decision making
- Process criteria, 215
- Process planning: analyzing information exchange, 63; assessing probable level of controversy, 60–62; defining public participation objectives, 62–63; identifying potential issues and concerns, 57–58; identifying special considerations, 63, 65, 67–71; identifying stakeholders, 47–57; preparing public participation plan, 74–76; selecting planning team, 46–47; selecting public participation techniques, 71–74; steps of, 45–46
- Production of publications, 80
- Professional media support, 203–204
- Public affairs officer, 200–201
- Public comments: analyzing, 207–213; evaluating, 206, 211–212
- Public comment (or town) meeting: described, 140; information collected at, 133; legal requirements for, 149–150
- Public hearings, 121, 130
- Public hostility or apathy, 69
- Public meeting agenda, 147–148
- Public meetings: briefings, 90–91, 97, 140; coffee klatches, 107, 141; designing, 143–148; developing interactive, 149–165; facilitating, 80, 166–172; factors affecting selection of type of, 148; information collected through, 131; information collection through, 121; large group/small group, 121, 140, 151–165; lesson on not outnumbering the public at, 83; logistics of, 81, 148, 173–179; open house, 123–125, 141; Open Space, 125–126, 141; panels, 99–100, 109–111, 140; planning, wall chart for, 145; Samoan Circle, 131–132, 141, 151–152; symposiums, 101, 141; town (or public comment), 133, 140, 149–150; types of, 139–142; visiting location prior to, 82; workshops, 121, 134, 140
- Public participation: agency-retention of decision-making authority in, 12–13; benefits of, 18–19; core values for practice of, 8; elements of, 7–8; evaluating, 214–222; examining the rationale for, 14–17; new requirements for, 1; Renaissance Florence example of, 2; social goals of, 20. *See also* Analyzing public comments
- Public participation cases: Central Arizona Water Control Study, 223–236; Hewlett Packard office building, 236–242; Salt River Project task force, 229–232; Sunny Glen landfill siting, 247–253
- Public participation, characteristics of effective: interested public involved in decision-making steps, 22; method for obtaining mandate to act, 21; multiple techniques aimed at different audiences, 24–25; programs targeted to ensure stakeholder involvement, 22–24; well integrated in decision-making process, 21–22
- Public participation consultants. *See* Consultants
- Public participation objectives: defining, 62–63; setting, 64
- Public participation plan: importance of preparing written, 74; length of, 76; required elements of, 74, 76; responsibility for developing, 76; Sunny Glen landfill siting, 247–253; worksheet used for, 75
- Public participation process: deciding on need for and level of, 42–43; identifying institutional constraints and circumstances influencing, 41; sequence of technical studies and, 40; using consultant to design, 224
- Public participation programs: as blend of idealistic and pragmatic, 243–245; characteristics of, 20–25; decision analysis stage of designing, 29–44; evaluating overall, 215–218; implementation planning for, 78–83; process planning for, 45–77; role of media relations in, 196–197; stages of planning, 27–28; using consultant to design, 224
- Public participation techniques: decision points on generic time line as structure for, 71, 72; planning stages time line for use of, 72, 73; selecting, 71–74; typical points requiring, 72, 73
- Public service announcements, 100–101

Public stakeholders. *See* Stakeholders
 Publications: feature stories in, 91–92; getting approval for, 81–182; newsletters, 97–98, 220; organizing writing and production of, 80
 Publicity, 80

R

Radio: news releases through, 98–99; paid advertisements on, 99; public service announcements on, 100–101. *See also* Media
 Ranking processes, 159–160
 Reporting information to public, 212–213
 Resource limitations, 71
 Resources for the Future, 217
 Retreats, 131
 Reynolds, C., 216, 218
Robert's Rules of Order, 188
 Rosener, J. B., 215, 216
 Row, G., 216, 218

S

Salt River Project (SRP) task force case: description of, 230–232; main considerations during design of public participation process in, 229–230; outcome of, 232
 Samoan Circle meeting: described, 141; improving interactivity of, 151–152; information collected in, 131–132
 Sampling bias, 191
 SARAR techniques, 132–133
 Scenario building, 160–161
 Seating arrangements: auditorium-style, 173, 174; banquet, 176; circular, 174–175; importance of making, 173–174, 176; large group circular, 174, 175; large group/small group, 176, 177; semicircular, 173, 174
 Semicircular seating arrangement, 173, 174
 Sheer, D., 108
 Sibbett, D., 161
 Skunkworks, 161

Small group discussion: getting reports from, 154–155; how to break into small groups for, 152–153; recording comments made during, 154; use of facilitator for, 153–154
 Small group processes: backcasting, 155–156; brainstorming, 156; dot democracy, 156–157
 SMART Technologies, 118
 Social goals, 217–218
 Special circumstances: characteristics of the issue, 65–68; characteristics of public stakeholders, 68–70; importance of identifying, 63; organization characteristics as, 70–71; worksheet for identifying, 67
 Spokesperson, organizational, 79
 Stakeholder-generated objectives and goals, 215–216
 Stakeholders: characteristics of public, 68–70; described, 23; evaluating public participation in context of objectives of, 215–216; geographical compactness or dispersion of, 69; hostile, apathetic, divided, or united, 69; identifying, expected to participate in meeting, 146; identifying, 47–50, 52; informed or uninformed, 68–69; levels of involvement of, 54–56; matching issues and, 51; modified orbits of participation of, 52–54, 56; from outside the area, 69–70; public participation to ensure involvement of, 22–24
 STELLA software package, 108
 Story with a gap technique, 133
 Success criteria, 214–215
 Sunny Glen Department of Public Works, 248
 Sunny Glen landfill siting case: background of, 247–248; decision-making process during, 250; interested groups in, 250; level of interest in, 249; major issues identified during initial interviews in, 248–249; management program activities addressing issues of, 249; preliminary con-

sultation used for, 248; public participation activities in, 250–253; scheduling review of plan in, 253

Sunny Glen landfill siting participation activities: stage 1: informing public about need for landfill, 250–251; stage 2: identifying alternative sites, 251; stage 3: evaluating alternative sites, 252; stage 4: selecting a site, 252–253; stage 5: construction planning, 253
 Surveys, 128–130
 Susskind, L., 10
 SWOT (strengths, weaknesses, opportunities, and threats), 161
 Symposiums, 101, 141

T

Talk show appearances, 94–96
 Task forces, 103, 133
 Taylor, G., 155
 Taylor, M., 155
 Technical experts, securing, 79–80
 Technical jargon, 203
 Technical options, 36–37
 Technical reports, 94
 Technical reviewers participation orbit, 53
 Technical studies, sequence of, 40
 Technology backup plan, 82–83
 Television: cable and participatory, 127; news releases through, 98–99; paid advertisements on, 99; public service announcements on, 100–101; talk show appearances, 94–96. *See also* Radio
 Testing for consensus, 171
 Three pile sorting technique, 133
 Timing of meeting, 176–177
 Town (or public comment) meeting, 133, 140, 149–150

U

U.K. Department of Health and Safety Executive, 216
 U.N. Development Program, 132
 UNICEF, 132

United Nations Economic Commission for Europe Convention on Access to Information, Public Participation in Decision Making, and Access to Justice in Environment Matters (2001), 1
Unsurprised apathetics participation orbit, 52, 53
U.S. Army Corps of Engineers Institute for Water Resources, 108
U.S. Army Corps of Engineers listening sessions, 163–165

U.S. Department of Energy, 120
U.S. Department of Labor, 161
U.S. Environmental Protection Agency, 119
U.S. Forest Service, 168, 208

V

Visioning, 133–134

W

Wakeford, T., 2

Wall charts, 161–162
Web-based hotlines, 119
Web-based repositories, 92–93
Workshops: described, 140; information collected through, 121, 134
World Bank, 1, 20
World Wide Web. *See* Internet, the
Written publications, 80

Y

Yellow stickies, 158–159

