REGIONAL PUBLIC INVOLVEMENT PLAN

May 2008

ACKNOWLEDGEMENTS

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I. INTRODUCTION

Public Involvement in transportation planning is an integral process in which partners strive to involve all persons in a community, regardless of race, income, or status, being affected positively or negatively by a future project. With this process as the foundation, the Regional Public Involvement Plan (RPIP) begins with a brief history pertaining to the foundation of Metropolitan Planning Organizations (MPOs) and then describes the evolution of the Southeast Florida Transportation Council (SEFTC) comprised of the Miami-Dade, Broward, and Palm Beach MPOs. The legal basis for the necessity of public involvement in state and national organizations is discussed, followed by the description of the Regional Long Range Transportation Plan (RLRTP), and the regional outreach strategies implemented by the Regional Public Involvement Team (RPIMT). This RPIP is a working document that will serve as a guide for the selection and application of tools and strategies in all regional studies and the RLRTP.

Metropolitan Planning Organization History

Organizations similar to the modern MPO have existed since the 1950's. These MPO predecessors have served to prepare special urban transportation studies under the auspices of the state highway agencies. In the 1950's, as a response to the explosive growth of suburbs, the federal government expanded requirements for regional planning and prompted the formation of a variety of new intergovernmental bodies, including Councils of Government, in major urban areas. The Federal Highway Act of 1962 created the federal requirement for urban transportation planning, (largely in response to the construction of the Interstate Highway System) and the planning of routes through and around urban areas. The Act required that transportation projects in urbanized areas with populations of 50,000 or more be based on cooperative, comprehensive, and continuing and urban planning processes between the states and local governments.

The Bureau of Public Roads, which later became the Federal Highway Administration, required the creation of planning agencies or organizational arrangements that would be capable of carrying out the required planning process. This new requirement, along with the growing impetus of the highway program and the federal financing of planning processes, led to the development of MPOs. The MPOs were created by federal regulations issued on December 17, 1975. In metropolitan areas, MPOs are responsible for the transportation planning process in cooperation with State Departments of Transportation and transit agencies. They serve as a

forum to provide short and long-term plans addressing transportation-related concerns in the region (United States Department of transportation (USDOT), Citizen's Guide).

Since the late 1970's, a number of MPOs have been formed, most of which are stand-alone agencies or are housed within a city or county organization. This trend has encouraged local governments to cooperate in addressing transportation issues in the regional context.

For populations over 200,000, Florida Statute 339.175 "encourage[s] and promote[s] the safe and efficient management, operation and development of the surface transportation system", and therefore, designates MPOs as Transportation Management Areas which have to be certified every four years. In 1977, the Miami-Dade, Broward, and Palm Beach MPOs were created under the authority of Chapter 163 of the Florida Statutes, as a mechanism to conduct a continuing, cooperative, and comprehensive (3-C) planning process for the transportation needs of their respective urbanized areas.

The MPOs are composed of professional staff providing technical and administrative support to the office, and the MPO Governing Board (MPO Board). In addition, there are advisory committees that directly report to the MPO Board to ensure citizen involvement is included in the transportation planning process.

A Move to Regionalism

As a result of the 2000 Census, the urbanized areas encompassing parts of Miami-Dade, Broward, and Palm Beach Counties have grown together (see Appendix A). In a letter from the Florida Department of Transportation (FDOT) Secretary, dated February 27, 2003, FDOT suggested the three MPOs in Southeast Florida consider consolidating into a single MPO due to the size and complexity of the existing MPO planning areas. However, as stated in the letter from FDOT, "Redesignation of separate MPOs would be contingent upon the development and implementation of coordinated planning processes resulting in, but not limited to, the following: a regional long-range transportation plan covering the combined metropolitan planning area that will serve as the basis for the Transportation Improvement Programs of each MPO, a coordinated project prioritization and selection process, a regional public involvement process and a coordinated air quality planning process."

In response to FDOT's request, the three MPOs in South Florida first developed an ad hoc regional planning committee that was made up of representatives from:

> *Miami-Dade MPO*
> *Broward MPO*
> *Palm Beach MPO*
> *FDOT District IV*
> *FDOT District VI*
> *South Florida Regional Transportation Authority (SFRTA)*
> *Miami-Dade Transit (MDT)*
> *Palm Beach Transit (PalmTran)*
> *Broward County Transit (BCT)*

The ad hoc committee met several times to discuss and define regional corridors and regional significance. Regional corridor facilities were defined as: facilities that cross county lines (Broward/Miami-Dade or Broward/Palm Beach) and connect to the Florida's Strategic Intermodal Transportation System (SIS); facilities identified as SIS corridors; or facilities identified as SIS connectors. The ad hoc committee also developed Regional 2030 LRTP goals as follows (see Appendix B):

> *Improve regional transportation systems;*
> *Support regional economic vitality;*
> *Enhance regional social benefits;*
> *Mitigate regional environmental impacts;*
> *Improve regional transportation systems and travel;*
> *Support regional economic vitality;*
> *Enhance regional social benefits;*
> *Mitigate regional environmental impacts;*
> *Integrate regional transportation with land use and development considerations;*
> *Optimize sound regional investment strategies; and*
> *Provide for a safer and more secure transportation system for residents, businesses and visitors.*

Southeast Florida Transportation Council

After several years of ad hoc regional coordination, the Southeast Florida Transportation Council (SEFTC) was created, under Florida Statutes Chapter 334.175(5)(i)(2), to serve as a formal forum for policy coordination and communication to carry out regional initiatives agreed upon by the MPOs from Broward, Miami-Dade, and Palm Beach Counties. An interlocal agreement between the MPO's was completed in 2005 paving the way for the first SEFTC meeting in January 2006.

Coordination includes long range transportation planning, short range programming, and activities to support regional multimodal transportation projects. The results of the coordination process are provided to the various agencies as guidance in the development of required transportation plans and programs within the urbanized area. The duties include the development of:

- ➢ *a Regional Long Range Transportation Plan;*
- ➢ *a process for prioritization of regional projects;*
- ➢ *a regional public involvement process; and*
- ➢ *performance measures to assess the effectiveness of regional coordination activities.*

This coordination is conducted in accordance with the requirements of Chapter 339.175, F.S., the Safe, Accountable, Flexible, and Efficient Transportation Equity Act - A Legacy for Users (SAFETEA-LU) and subsequent legislative actions.

Since its inception, SEFTC has adopted:

- ➢ *Regional goals and objectives*
- ➢ *Regional corridor of significance criteria (see Appendix C)*
- ➢ *Regional long range transportation plan*
- ➢ *Project lists for Transportation Regional Incentive Program (TRIP)*

Staff support to the SEFTC is provided by the respective MPO's in a rotating fashion. The Regional Long Range Transportation Planning (RLRTP) Committee is a staff-level working group tasked to address many of the issues brought before the SEFTC. The RLRTP Committee is made up of the major transportation planning agencies within the region including the Broward MPO, Miami-Dade MPO, and Palm Beach MPO.

II.   WHY IS PUBLIC INVOLVEMENT NECESSARY?

Transportation projects can greatly impact the economics and social structure of a region, which is why public involvement is extremely important. In order to assure the equal treatment of individual neighborhoods and ensure environmental justice in transportation projects, state and local transportation agencies are increasingly utilizing public involvement (PI) techniques. Through PI, affected communities as well as transportation planners and decision-makers are made aware of the likely benefits and consequences of a project. In order to conduct successful outreach, the following regulations and programs have been incorporated into this RPIP:

Intermodal Surface Transportation Efficiency Act

The establishment of the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991 changed the role of Public Information (PI) in the field of transportation planning and programming. With the implementation of the ISTEA, transportation planning began to assume a performance measure approach to PI. This ensures that PI commences in the initial phases of a project. Agencies now customize their PIP in response to local conditions, attitudes, and needs. When implementing PI in a project, program, or study the following ISTEA mandates must be adopted:

   ➢ *Inform and involve the citizens by giving them access to public records and the decision making process;*
   ➢ *Create a transportation planning approach that is proactive and open to involvement by all;*
   ➢ *Craft a process that not only encourages broad public involvement, but also considers and responds to public input;*
   ➢ *Establish appropriate interagency consultation in air quality non-attainment areas;*
   ➢ *Leave ample opportunity for public comment when the final plan or TIP differs from the draft.*

The Transportation Equity Act for the 21st Century

The Transportation Equity Act for the 21st Century (TEA-21) enacted on June 9, 1998, embraces ISTEA and also outlines PI by mandating that "an annual listing of projects for which Federal funds have been obligated in the preceding year shall be published or otherwise made available by the MPO for public review. The listing shall be consistent with the categories identified in the transportation improvement program."

Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users

On August 10, 2005, the President signed into law the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). With authorized funding for highways, highway safety, and public transportation totaling $244.1 billion; SAFETEA-LU represents the largest surface transportation investment in our Nation's history. The two landmark bills that brought surface transportation into the 21st Century, ISTEA and TEA-21, shaped the highway program to meet the Nation's changing transportation needs. SAFETEA-LU builds on this foundation, supplying the funds and refining the programmatic framework for investments needed to maintain and expand our vital transportation infrastructure. SAFETEA-LU addresses the many challenges facing our transportation system today – challenges such as improving safety, reducing traffic congestion, improving efficiency in freight movement, increasing intermodal connectivity, and protecting the environment – as well as laying the groundwork for addressing future challenges. SAFETEA-LU promotes more efficient and effective Federal surface transportation programs by focusing on transportation issues of national significance, while giving State and local transportation decision makers more flexibility for solving transportation problems in their communities.

Federal Highway Administration Regulations

Federal Highway regulations dictate that consulting with the public is a crucial way to identify public values and needs, gather information, and achieve consensus on transportation programs. Since the Federal Aid Highway Act of 1950 and the Federal Transit laws were originally enacted in 1964, including public opinion in the development of transportation systems has become significantly important.

Title VI of the Civil Right Act, 42 – U.S.C. 2000

This act provides in Section 601 that: "No person in the United States shall, on the ground of race, color, or national origin, be excluded from involvement in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal Financial Assistance."

Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low Income Populations

This order was created in 1994 in response to the concerns raised in Title VI. It explains the Federal government's commitment to promote environmental justice, which means that everyone within the United States deserves equal protection under the country's laws. The order states

"each Federal agency shall make achieving environmental justice part of its mission by identifying and addressing, as appropriate, disproportionately high and adverse human health or environmental effects of its programs, policies, and activities on minority populations and low-income populations." Three principles at the core of environmental justice are to:

> ➤ *Avoid, minimize, or mitigate disproportionately high and adverse human health effects, including social and economic effects, on minority populations and low-income populations.*

> ➤ *Ensure the full and fair involvement by all potentially affected communities in the transportation decision-making process.*

> ➤ *prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations* (USDOT, 2000).

National Environmental Policy Act of 1969

This law requires that any project receiving Federal funds or other Federal approvals (including transportation projects) undergo an analysis of potential impacts. It is under the National Environmental Policy Act (NEPA) umbrella that social, economic, and environmental impacts and concerns are addressed (USDOT, Citizen's Guide).

III.   REGIONAL LONG RANGE TRANSPORTATION PLAN

Each MPO is a member of the Southeast Florida Transportation Council (SEFTC), which has been created to conduct and coordinate regional transportation planning activities. A Regional Long Range Transportation Plan (RLRTP) element was developed by the Regional Transportation Technical Advisory Committee (RTTAC) consisting of transportation planning professionals representing Miami-Dade, Broward, and Palm Beach Counties.

The RTTAC meets on a monthly basis to review and analyze transportation projects that affect all three counties and discuss viable plans and programs that will accomplish set goals.   To support the RLRTP each MPO will coordinate their individual LRTP public involvement plans (PIP) in their respective counties. During public involvement activities, on the local level, information regarding projects in the RLRTP will also be disclosed for public comment. The public involvement activities from these efforts will be incorporated into the local programs as appropriate through reports to the various committees.   Coordination will continue to be carried out through plans, reports, newsletters, meetings, and conference calls.

IV.   REGIONAL OUTREACH STRATEGIES

By 2000, Miami-Dade, Broward, and Palm Beach Countys' population was approximately 4.986 million (Census, 2000). This number is expected to grow by the following percentages by 2030 for each County:

County	Population Year 2000	Population Year 2030	Increase
Miami-Dade	2,253,000	3,222,000	43%
Broward	1,602,000	2,383,000	49%
Palm Beach	1,131,184	1,814,841	60%
Totals	**4,986,184**	**7,419,841**	

The area's large size, rapid growth rate, and changing cultural dynamics should be considered when choosing the most appropriate outreach strategy to apply when performing general outreach activities (see Appendix D).

Regional Public Involvement Management Team

Formed in early 2004, the Regional Public Involvement Management Team (RPIMT) consists of the three Public Outreach Coordinators from the Miami-Dade, Broward, and Palm Beach MPOs. Since its creation, the RPIMT holds quarterly meetings to discuss what is occurring regionally with their respective MPOs, and to keep each other informed on projects that have a regional impact. The RPIMT reviews the public involvement components of regional plans to ensure all advertising criteria and Title VI Compliance Regulations are met. RPIMT representatives attend regional project meetings involving the public involvement element to offer assistance to the consulting team as well as offer suggestions to address specific underserved communities. Examples of regional projects are the South Florida East Coast Corridor Transit Analysis Study and the Regional Fast Bus Project.

Regional Citizens Advisory Committee

The RPIMT works in coordination to hold annual Regional Citizens Advisory Committee (RCAC) meetings to review and discuss transportation projects that are regional in nature. The RCAC is comprised of members from each of the MPOs' citizen advisory committees. Since their first meeting on July 13, 2005, the RCAC has met annually to discuss and receive updates on current and future projects that have regional impacts on the South Florida community. Experts have addressed issues such as the Regional Long Range Transportation (LRTP) Update, the Sunguide SmarTraveler 511 Regional Service Center, and the Southeast Florida Transportation Council (SEFTC).

The annual meetings are open to the public and are held at the South Florida Regional Transportation Authority's (SFRTA) administrative offices in Pompano Beach. The meetings are held at this central location to provide an opportunity for those traveling from north or south to utilize the Tri-Rail system. The meeting is advertised not only by the individual MPO public involvement offices, but on a regional basis through information disseminated to Districts IV and VI Florida Department of Transportation (FDOT) offices, SFRTA, mailing lists, local news media sources, and email blasts to individual County agencies/residents. Attendees are asked to complete the "Sign-in Sheet" to indicate how they found out about the meeting. The RPIMT members can use this vehicle to measure the effectiveness of various outreach techniques.

Integrated Transportation Information System

The Integrated Transportation Information System (ITIS) is a regional level web-based tool that enables a Public Involvement Officer (PIO) to review the social, economic, and geographic characteristics of an area before PI outreach is initiated. This tool enables the PIO to identify the attitudes and issues facing a community, facilitating PI efforts to conduct more effective outreach, and accomplish stated Title VI goals. The ITIS is currently composed of three (3) segments: Web-based GIS system; Community Background Reports; and a "How to Reach Out to the Community" Guide.

The GIS component, developed by the Florida International University Geographic Information Systems and Remote Sensing Center (FIU GISRSC), is essential in developing the most effective public information campaign. Planners currently may search for demographic data at the Census block group level, which are aggregated to the geographic boundaries they require. These data include poverty rates, income levels, race and ethnicity, age distribution, housing tenures, education levels, and percentages of disabled persons. The ITIS also complies with the FDOT suggestion that buffers of 100 feet, 200 feet, 500 feet, and one mile be utilized when analyzing the potential effects of a project on the surrounding community. Primary and secondary GIS layers have been determined necessary for the evaluation of Sociocultural Effects by the FDOT.

Florida International University's Metropolitan Center (FIU MC) completed the "How to Reach Out to the Community" Guide that consists of public involvement toolbox strategies, which have been collected, researched, and presented in a standardized format, listing definitions, descriptions, target demographic group(s), steps needed to implement the strategy, and case studies associated with each strategy, whenever possible.

In addition, Community Background Reports are accessible for each municipality currently established as well as communities in the unincorporated areas. These Community Background Reports provide boundary definitions and brief narrative information about the origins of the municipality's incorporation as well as contemporary community dynamics and important historical events. This information can be of vital use for PIOs who may need to approach a community that is unreceptive to public officials.

Coordination with other Regional Committees

The Miami-Dade, Broward, and Palm Beach MPOs other regional coordination efforts include partnerships with the following entities:

The *Southeast Air Coalition for Outreach (SEACO)* consists of partnerships of public and private organizations to improve air quality within Palm Beach, Broward and Miami-Dade Counties. The coalition's mission is "to promote air quality programs and awareness by forming a multi agency and cross media council."

The *Southeast Florida Regional Intelligent Transportation System (ITS)* is comprised of regional, county, and state transportation agencies to ensure proper implementation of the Intelligent Transportation System (ITS) called the Sunguide SmarTraveler system.

Website

The SEFTC website creates an interactive experience that provides user-friendly data and information about the various MPO related transportation functions and activities. The website is a 24-hour, accessible on-line system with the web address www.seftc.org where the community can immediately access calendars, members, interactive maps, links to related sites, general study information, and electronic versions of newsletters, and the Regional Long Range Transportation Plan.

VII. CONCLUSION

This Regional Public Involvement Plan (RPIP) will ensure the transportation planning process meets federal, state and local government requirements in the tri-county area. It is an integral process in which partners strive to involve all persons in communities being affected, positively or negatively, by a future project regardless of race, income, or status. This document will guide the selection and application of tools and strategies in all regional studies and the Regional Long Range Transportation Plan (RLRTP).

To ensure compliance with federal, state, and local public involvement requirements and regulations, the Regional Public Involvement Management Team (RPIMT) will monitor regional projects. The team will meet quarterly, or when specific projects warrant, to share information, review regional project specific public involvement plans, coordinate annual Regional Citizen Advisory Committee (RCAC) meetings, coordinate with other established regional transportation-related committees, and update the RPIP, as needed. The coordination and effort set forth by the RPIMT, along with the various regional entities, will properly support outreach efforts to the community at-large and ensure a timely response to community concerns.

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Appendix A

Miami UZA Boundary
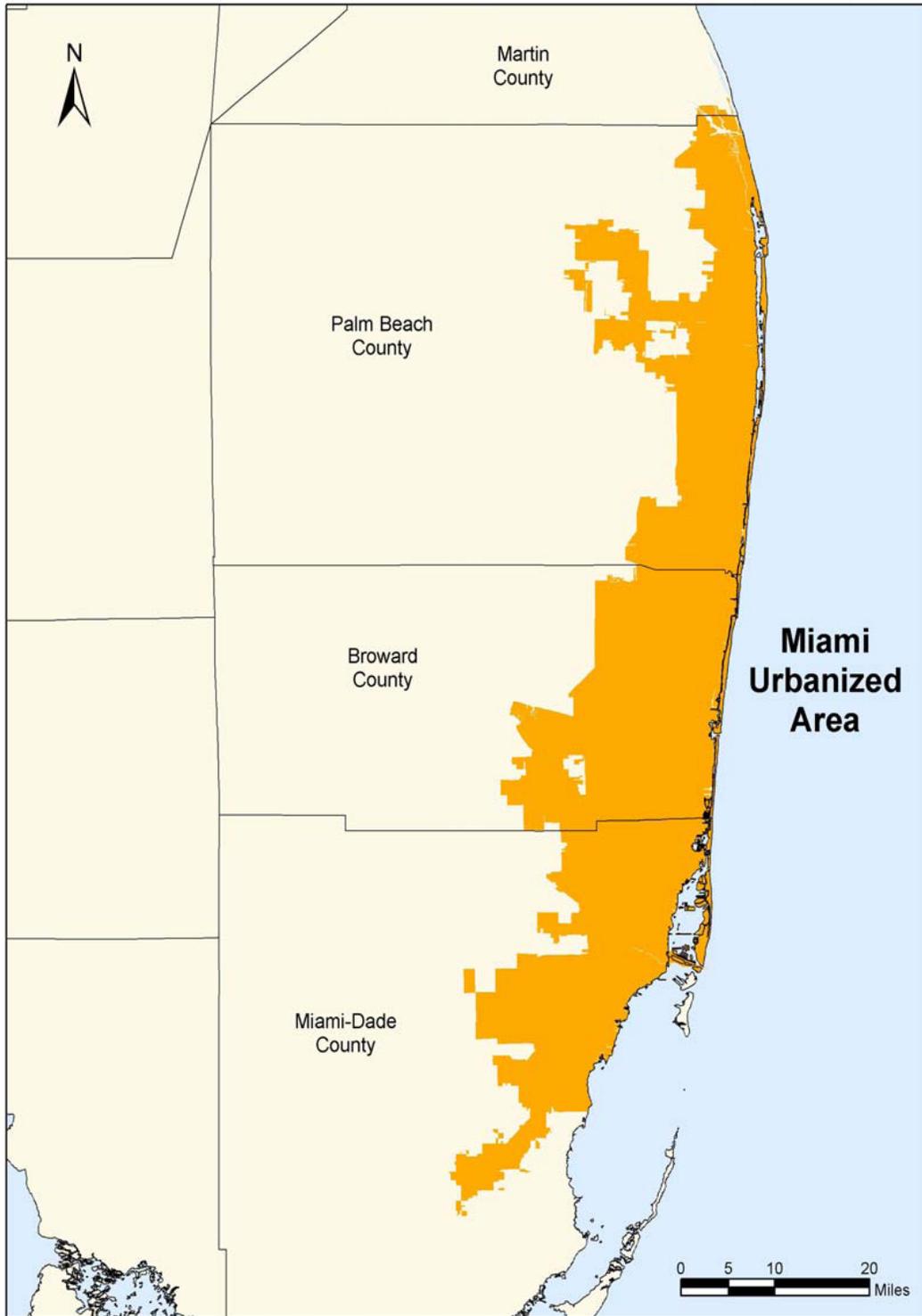
Appendix B

Regional LRTP Goals

GOAL 1
Improve Regional Transportation Systems and Travel

OBJECTIVE
1.1 Provide adequate capacity for regional travel demands.

MEASURE
- ❖ Level of Service (LOS) on Regional Roadway / Corridors
- ❖ Transit Quality LOS on Regional Transit Facilities

OBJECTIVE
1.2 Improve transportation facilities' and services' regional connectivity.

MEASURE
- ❖ (Number of existing and proposed) Park-n-Ride Facilities
- ❖ Increase in number of lane-miles and transit route-miles added to facilities connecting to intermodal centers and regional corridors

GOAL 2
Support Regional Economic Vitality

OBJECTIVE
2.1 Increase access to regionally significant employment areas and sites.

MEASURE
- ❖ (Number of existing and proposed) Improvements made to roadway facilities and number of transit route improvements and additions that increase access

OBJECTIVE
2.2 Enhance access to intermodal facilities for tourists, passengers, and goods. (REVISED)

MEASURE
- ❖ (Number of existing and proposed) Roadway improvements to applicable SIS/FIHS facilities
- ❖ LOS on (SIS/FIHS)
- ❖ LOS on regional roadway and transit connections

GOAL 3
Enhance Regional Social Benefits

OBJECTIVE
3.1 Provide equitable and environmentally-just travel facilities and services.

MEASURE
- ❖ (Percent of) New/improved facilities that have sidewalks incorporated
- ❖ (Percent of) New/improved facilities that have bicycle facilities incorporated

OBJECTIVE
3.2 Increase accessibility to major health care, recreation, education, and cultural facilities.

MEASURE
- ❖ Miles of lane additions and transit route miles within these pre-defined areas
- ❖ LOS on access facilities to major health care, recreation, education, and cultural facilities

OBJECTIVE
3.3 Improve techniques for the management of auto/truck conflict.

GOAL 4
Mitigate Regional Environmental Impacts

OBJECTIVE
4.1 Minimize environmental impacts of transportation facilities, services, and operations.

MEASURE
- ❖ Total VMT
- ❖ Total Fuel Use
- ❖ Daily NOx and VOC

GOAL 5
Integrate Regional Transportation with Land Use and Development Considerations

OBJECTIVE
5.1 Provide for linkage of urban centers and intermodal facilities in the region.

MEASURE
- ❖ (Number of) Improvements made to roadway facilities and (number of) transit route changes that increase access
- ❖ (Number of) Urban Centers and intermodal facilities and percent linked

OBJECTIVE
5.2 Endorse transportation improvement projects that improve sustainability.

MEASURE
- ❖ (Number of) LRTP projects that support CDMP amendments

OBJECTIVE
5.3 Promote Transit-Oriented Development (TOD).

MEASURE
- ❖ (Number of) New TODs and Joint Development projects in the region

OBJECTIVE
5.4 Promote the efficient transportation access to key regional, industrial, and commercial areas.

GOAL 6

Optimize Sound Regional Investment Strategies

OBJECTIVE
6.1 Optimize use of existing funding sources.

MEASURE
❖ "Balance Sheet" for LRTP Funding Sources and Uses

OBJECTIVE
6.2 Identify new funding sources.

MEASURE
❖ (Inventory of) Potential funding Sources

GOAL 7

Provide for a safer and more secure transportation system for residents, businesses, and visitors.

OBJECTIVE
7.1 Ensure that evacuation plans for disasters are in place and up-to-date.

MEASURE
❖ Consistency between LRTP and projects in individual county hurricane evacuation plans

OBJECTIVE
7.2 Consider and improve the safety and security of seaports, transit, and airport facilities.

MEASURE
❖ Statements from seaports, transit and airports certifying that safety and security of these facilities is being addressed

Appendix C

Corridors of Regional Significance

SEFTC - Southeast Florida Transportation Council

Palm Beach, Broward and Miami Dade Counties
LRTP Corridors of Regional Significance

PALM BEACH COUNTY

BROWARD COUNTY

MIAMI-DADE COUNTY

0 2 4 8

Miles
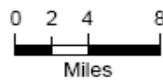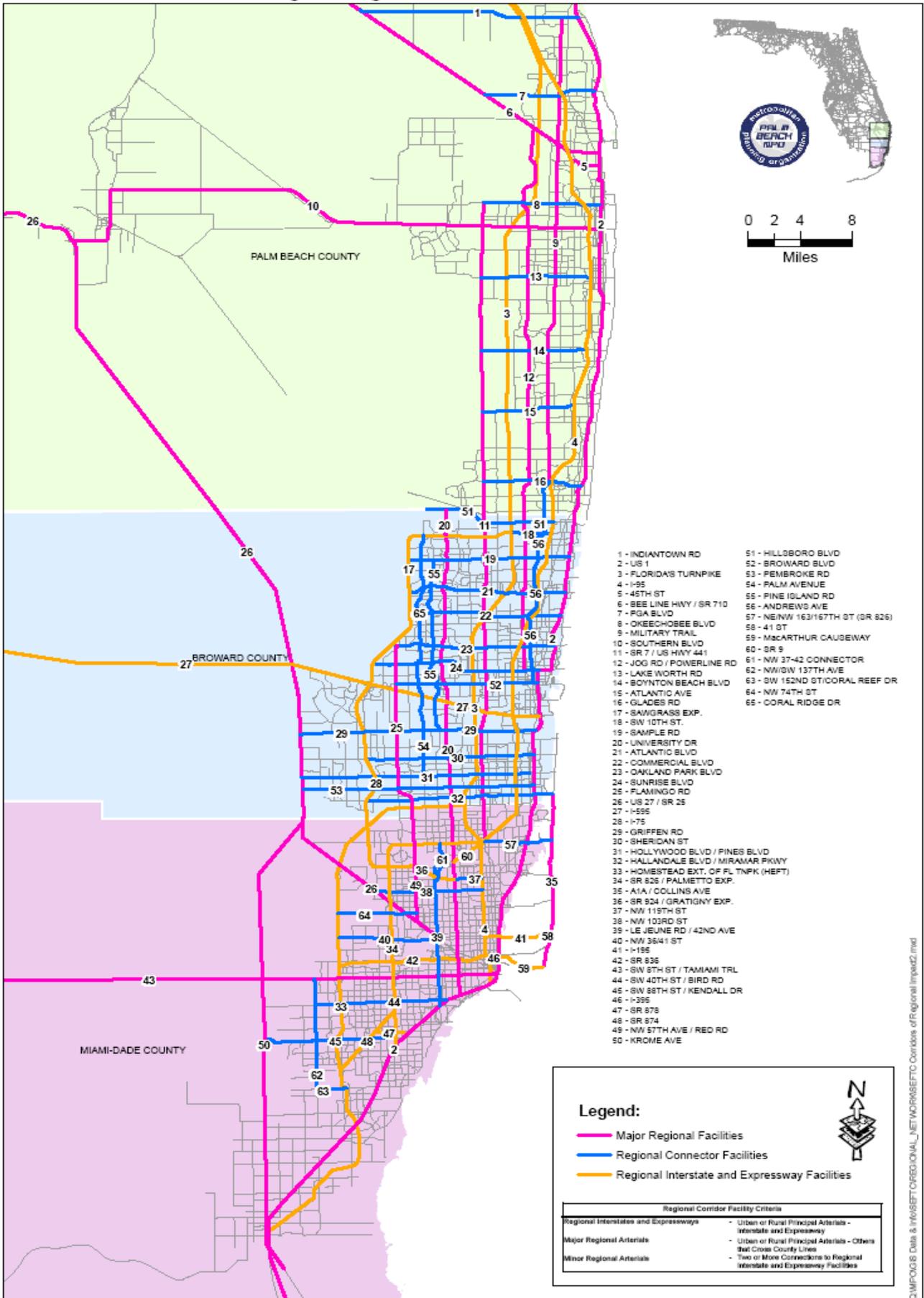
1 - INDIANTOWN RD
2 - US 1
3 - FLORIDA'S TURNPIKE
4 - I-95
5 - 45TH ST
6 - BEE LINE HWY / SR 710
7 - PGA BLVD
8 - OKEECHOBEE BLVD
9 - MILITARY TRAIL
10 - SOUTHERN BLVD
11 - SR 7 / US HWY 441
12 - JOG RD / POWERLINE RD
13 - LAKE WORTH RD
14 - BOYNTON BEACH BLVD
15 - ATLANTIC AVE
16 - GLADES RD
17 - SAWGRASS EXP.
18 - SW 10TH ST.
19 - SAMPLE RD
20 - UNIVERSITY DR
21 - ATLANTIC BLVD
22 - COMMERCIAL BLVD
23 - OAKLAND PARK BLVD
24 - SUNRISE BLVD
25 - FLAMINGO RD
26 - US 27 / SR 25
27 - I-595
28 - I-75
29 - GRIFFEN RD
30 - SHERIDAN ST
31 - HOLLYWOOD BLVD / PINES BLVD
32 - HALLANDALE BLVD / MIRAMAR PKWY
33 - HOMESTEAD EXT. OF FL TNPK (HEFT)
34 - SR 826 / PALMETTO EXP.
35 - A1A / COLLINS AVE
36 - SR 924 / GRATIGNY EXP.
37 - NW 119TH ST
38 - NW 103RD ST
39 - LE JEUNE RD / 42ND AVE
40 - NW 36/41 ST
41 - I-195
42 - SR 836
43 - SW 8TH ST / TAMIAMI TRL
44 - SW 40TH ST / BIRD RD
45 - SW 88TH ST / KENDALL DR
46 - I-395
47 - SR 878
48 - SR 874
49 - NW 57TH AVE / RED RD
50 - KROME AVE

51 - HILLSBORO BLVD
52 - BROWARD BLVD
53 - PEMBROKE RD
54 - PALM AVENUE
55 - PINE ISLAND RD
56 - ANDREWS AVE
57 - NE/NW 163/167TH ST (SR 826)
58 - 41 ST
59 - MacARTHUR CAUSEWAY
60 - SR 9
61 - NW 37-42 CONNECTOR
62 - NW/SW 137TH AVE
63 - SW 152ND ST/CORAL REEF DR
64 - NW 74TH ST
65 - CORAL RIDGE DR

Legend:

Major Regional Facilities

Regional Connector Facilities

Regional Interstate and Expressway Facilities

N

Regional Corridor Facility Criteria	
Regional Interstates and Expressways	Urban or Rural Principal Arterials - Interstate and Expressway
Major Regional Arterials	Urban or Rural Principal Arterials - Others that Cross County Lines
Minor Regional Arterials	Two or More Connections to Regional Interstate and Expressway Facilities

CWPOGIS Data & InfoSEFT CREGIONAL_NETWORKSEFTC Corridors of Regional ImpactZ2.mxd

Appendix D

Public Involvement 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.