

2011

Best Practices

CAMPO Public Participation Plan

Review and Modification



Best Practices

Participation Method Peer Review Report

I. Introduction

The Capital Area Metropolitan Planning Organization (CAMPO)'s Public Participation Program (PPP) was adopted in June of 2007. Its intention is to provide guidelines pertaining to the minimum public involvement procedures necessary for transportation planning initiatives of a certain scope. CAMPO is particularly interested in the public involvement process as it relates to the following three documents:

- Long-Range Plan (LRP)
- Transportation Improvement Program (TIP)
- Unified Planning Work Program (UPWP).

Recognizing the increased escalation of growth within the five county region CAMPO intends to further streamline its PPP to provide a tiered outreach approach to public input that will better identify and further refine the best methods in which to solicit and successfully gain substantial public participation throughout the planning process for a particular effort such as an updated long-range plan or corridor study. To assist in this evaluation, three existing PPP's were analyzed and further compared against CAMPO's existing Program to determine where additions and/or modifications might be made, and include:

- North Central Texas Council of Governments (NCTCOG)
Transportation Public Participation Program
March 2010
- Metropolitan Planning Organization for the Miami Urbanized Area (Miami-Dade MPO)
Public Participation Program
October 2010
- Sacramento Area Council of Governments (SACOG) Public Participation Program
A "How To" Guide to Effective Civic Involvement
Amended January 2009

Plans were selected based on their successful implementation of tiered public participation programs, diversity of programs offered, and significant population growth. In particular, Plans were evaluated for in terms of prescribed practices for:

- Identification of proper Stakeholders,
- Establishment of communication mediums for varied classes of Stakeholders (i.e. Facebook, Video Conferencing, Town Hall Meetings), and
- Evaluation of Program tools via enhanced Measures of Effectiveness.

II. What CAMPO Does Well

CAMPO's PPP recognizes public participation as an imperative element that must be continuous throughout the planning process. It acknowledges participation as a multifaceted approach that must incorporate representation from key stakeholders including public-government and private-business entities as well as residential stakeholders and community leaders. Moreover, the PPP acknowledges and further works to identify and incorporate public participation from low-income and/or minority populations as mandated by Title VI of the Civil Rights Act which requires, "nondiscrimination in federally assisted programs by emphasizing the need to identify and address disproportionate effects of federal programs, policies, and activities." In particular, the PPP prescribes use of Geographic Information System (GIS) technologies to spatially identify the locations of traditionally underserved areas, and within those communities provide for formal invitations of community leaders and other key stakeholders to participate in the planning process. Materials used to solicit public involvement include brochures in both English and Spanish which provide a snapshot of CAMPO's purpose and related intent, as well as mailing lists which are continuously updated as interested parties are added to receive all future updates and amendments as warranted.

The PPP also acknowledges the importance of meeting locations and the role they play in the potential of highly diverse or slightly homogeneous stakeholder participation. As stated in the PPP, "CAMPO maintains a list of potential meeting locations that are easily accessible to people in communities with large concentrations of minority and/or low-income families." However, where these groups have not been identified, meetings are more generally held at the Joe C. Thompson Center which is located on the University of Texas Campus in Austin and provides for free parking as well as University shuttle service to and from locations on Dean Keeton Street and Robert Dedman Drive. All meetings are posted 72 hours in advance and recordings of meetings are made available to the public for up to two years following the final meeting date. Meeting notifications are posted online as well as selected local newspapers and the Texas Register's Web Site.

The PPP also recognizes the importance of not only soliciting proper stakeholder involvement, but also retaining participation via orderly, efficient and effective dissemination of information as new data and/or amendments to planning documents are made. Primary methods include dissemination of information electronically via mailing list or the internet, as well as more traditional formats, such as newsletters. Where written material does not prove sufficient, public outreach is offered by staff upon request. Open houses are also offered, but are specific to Traffic Improvement Programs (TIPs) and hand-selected stakeholders.

CAMPO 101, is a presentation and training session that is made available to newly appointed CAMPO's Transportation Policy Board and Technical Advisory Committee to acquaint these individuals with the specific policies, rules and regulations that govern CAMPO's project development, funding, planning and outreach process. The session also highlights the Regional Transportation Plan, the Transportation Improvement Program amendments to either document, data needs/availability, regional travel demand modeling, and air quality issues. Overall, the session covers the highlights necessary to get new members up to speed and make the introductions necessary if more information is desired.

III. What Other MPOs Are Doing – Best Practices Identified

As stated previously, three peer region’s plans were evaluated to identify best practices as they relate to the structure of PPPs and associated outreach techniques, as well the general content of the three selected MPOs which include NCTCOG, Miami-Dade MPO and SACOG Public Participation Programs. Although the intentions of the Plans are the same, the structure, associated content, and methodologies used to identify, promote, retain and further the evaluate PPPs vary. Based on document review and preliminary discussions with CAMPO staff pertaining to overall desired content, 11 categories were analyzed (**Table 1**) and are as defined:

- Outreach: Methods, resources, documents and technological media used to promote and further distribute information to the general public, community leaders and individual stakeholders as they relate to specific projects.
- Tiered Approach: Outreach method strategy that recommends a suite of approaches appropriate to the PPP’s major products subject to public input. Specific documents include the Metropolitan Transportation Plan (MTP), Transportation Improvement Plans (TIP) and Unified Planning Work Programs all of which are subject to the implementation of the Public Participation Program (PPP) to be finalized based on recommendations generated by this Report.
- Goals and Objectives: Identifies goals and objectives for public participation within the transportation planning process as they relate to project type.
- Public Participation Key Elements: “Factors that must be considered as part of the planning process for all metropolitan areas as specified in Chapter 1 of the Federal Highway Administration, Department of Transportation 23 CFR 450.316.
- Project Out Reach Scoping:

Table 1: Elements of PPPs Cross Evaluation

	CAMPO	NCTCOG	Miami-Dade	SACOG
Out Reach	X	X	X	X
Tiered Approach*			X	X
Goals and Objectives		X	X	X
Public Participation Key Elements		X	X	X
Project Outreach Scoping (Demographics)	X	X	X	X
Project Outreach Scoping (Social)			X	X
LEP Specific Plans		X	X	X
Advisory Committees			X	X
Participation Time Lines & Plan Notification Schedules	X	X	X	X
Travel Demand Management**		X	X	X
Measures of Effectiveness	X	X	X	X
* Tiered Approach as it relates to Public Involvement tools including, but not limited to Community Outreach Events, Public Service Announcements, Website, Radio, Meeting Notes, Brochures, Maps, etc. ** Travel Demand Management is integral to the outreach processes of all Air Quality Non-Attainment Areas; however the specifics are often detailed within the Air Quality Conformity Plan.				

- *Demographics*: Provides for specific techniques to encourage participation from ethnic minorities and low-income residents.
- *Social*: Identifies methods used to gain a better understanding of the historical and communal view points of constituent groups to better target proper outreach methodologies.
- Limited English Proficiency (LEP) Specific Plans: “Ensures that the programs and activities normally provided in English are accessible to Limited English Proficiency (LEP) persons and thus do not discriminate on the basis of natural origin”, as provided in Title VI of the Civil Rights Act of 1964.
- Advisory Committees: An established forum of citizens that provide final review of program documents before submission for approval by the Committee or before release to the public for commentary ensuring documents express the general intent of subcommittees, community leaders, as well as the greater populace.
- Participation Timelines: Outlines mandatory and optional time commitments by public participants.
- Notification Schedules: Outlines schedules associated with document completion, submission, review and public comment timelines.
- Travel Demand Management: Defines specific methods or techniques used to integrate travel demand management outreach with participation projects, such as existing commute solutions and/or ozone action hero campaigns.
- Measure of Effectiveness: Defines the barometer used to assess effectiveness of current and future outreach and/or related activities as they adhere to the solicitation and retention of public participants as well as the dissemination of information as it relates to public participation practices.

III.A. Outreach Efforts

Solicitation *of* and participation *in* the public involvement process is a complex method that depends solely on an individual’s concerted effort to participate. However, individuals cannot participate if 1) they are unaware that they can participate, 2) do not understand the scope in which why they are participating and/or 3) do not have proper access to planning forums or tools. Of the three PPPs reviewed for the purposes of this document, similar outreach tactics were observed with slight modifications.

All PPPs expressed use of the internet and related mailing list to both solicit and distribute public participation and documents. As provided with CAMPO’s user interface, important transportation documents, such as the RTP, TIP, and UPWP as well as the PPP are provided. Like CAMPO’s website all MPOs maintain a calendar of events as well as posted results from past research efforts including surveyed public opinion polls. However, Miami-Dade provides an exceptional example of using its public participation webpage to not only solicit and distribute information, but it also finds a way to captivate its audience by personalizing its interface and further branding its public participation program as “Element U” where, “The main ingredient is YOU” which may be viewed by visiting the primary [resource for residents](#) webpage. Element U provides a one-stop-shop for all the outreach elements listed within the Miami-Dade’s PPP. It maintains not only the published transportation documents as noted earlier, but also provides

related brochures and summary/fact sheets in addition to hyperlinked press releases and both quarterly and annual newsletters which are available for review in three languages: English, Spanish and Creole. Moreover, this site acts as an information center for associated partners which are also listed with interactive hyperlinks to associated web pages for ease of transition from Element U to related agency websites.

Miami-Dade also makes a concerted effort to provide complete access to its planning process via live-video conferencing where participants may interact remotely regardless of location. Similarly, the MPO also offers Podcast and Webcast Videos of all MPO Governing Bodies, MPO Review Committee, and Citizen Transportation Advisory meetings. According to Elizabeth Rockwell, Public Involvement Staff at Miami-Dade, technological innovations as discussed are possible due to partnership with the Miami-Dade County which houses and tapes all media related processes as well as all associated staffing.

NCTCOG is the only PPP that utilizes both Facebook and Twitter social media. These sites provide the MPO with a portal in which up-to-date announcements concerning amendments, meetings or “other” may be made or distributed. Similarly these media provide a blog-like platform in which public input may be solicited. These sites, however, act as secondary component to the main MPO public participation webpage which are typically hyperlinked with “You Can Find Us At” interchanges. Similarly, SACOG maintains an additional interface in hyperlink to the current public participation webpage which provides access to all outreach materials for the MPO including data resources, newsletters, important links, discussion boards, media posting and information concerning events/workshops. Unlike Facebook and Twitter, however, this “[Regional Gateway](#)” is intended to act as the primary general public outreach tool, where the public participation page, as it relates to transportation, is secondary.

All MPOs, including CAMPO, have incorporated some form of list serve and/or recipient mailing list. This list is intended to act as a means of distributing information and meeting notices as warranted. NCTCOG and SACOG have incorporated an automatic filtering process into their mailing list that allows the MPOs to identify recipients based on interest and general spatial location within the associated planning jurisdictions by way of zip codes. Interactive forms are provided online and hard copy forms are made available at public meetings or via mailed request. Although simple in concept, these presets allow a simple list serve to become a more effective tool or as identified by NCTCOG, a “Public Notification Database.”

III.B. Public Involvement Tools -Tiered Approach

Selecting the proper set of public involvement tools takes place only after stakeholders have been identified, project mile stones and associated dates have been discussed and meeting dates have been defined (See Appendix A – Process for Development of Public Involvement Plan). Proper tools should reflect the unique characteristics associated with each planning document as identified in the introductory section of this report.

CAMPO current PPP states:

The activities described in the PPP will be the "minimum requirements" that CAMPO shall comply with. For more detailed public involvement procedures and activities, staff will develop a public involvement process that is project specific. This type of process would go into extensive detail about every activity, citing dates, times and locations of where each activity shall be held.

An example of this current practice is provided in Appendix 8 of the CAMPO 2035 Regional Transportation Plan published in May of 2010 in which Public Participation Programming is outlined in three detailed phases. Although useful for large scale Public Participation Programs, this methodology is labor intensive and may not be applicable in shorter turn-around task. Miami-Dade and NCTCOG employs a tiered approach based on available resources to be applied not all, but only certain transportation public participation processes. Miami-Dade, for example, established a Public Participation Tool Box where each tool currently employed by the city is listed and further evaluated in regards to the type of planning document it is pertinent to as well as the tools related success and consequences (See Appendix B – The IAP2 Public Participation ToolBox).

The result of the process provided is best summarized in Table 2 which represents the final recommendations of Public Participation Tools as identified by Miami-Dade MPO which

	Target Audience			Public Involvement Tools																
				Community Outreach Events	Quarterly Newsletter	Annual Newsletter	Public Service Announcements	MPO Database	Calendar of Events	MPO Website	Radio	MPO Master Mailing List	Committee Mailing List	Project Specific Mailing List	Meeting Notices	Agency Distribution	Brochures/Maps	Meeting- TV Call-In	Workshops	Publications in Libraries
	Citizen	Technical	Business																	
GENERAL OUTREACH	X		X	X	X	X	X	X	X	X	X					X	X		X	X
REQUIRED WORK PROGRAMS																				
UPWP	X	X												X	X	X				
TIP	X	X			X				X	X			X	X	X	X		X	X	X
LRTP	X	X			X	X		X	X	X			X	X	X	X			X	X
STUDIES	X	X	X		X	X			X	X			X	X	X	X	X		X	

specifically targets stakeholders within three general classes: Citizens, Technical and Business.

Table 2: Miami-Dade Public Involvement Tools Tiered Approach

Source: Miami-Dade MPO Public Participation Program. October 2010. P. 13

III.C. Public Participation Key Elements

As provided by Chapter 1 of the Federal Highway Administration, Department of Transportation 23 CFR 450.212, there are a total of seven factors that must be considered as part of the planning process for all metropolitan areas. The seven factors include:

1. Early and continuing public involvement opportunities throughout the transportation planning and programming process;
2. Timely information about transportation issues and processes to citizens, affected public agencies, representatives of transportation agency employees, private providers of transportation, other interested parties and segments of the community affected by transportation plans, programs, and projects;
3. Reasonable public access to technical and policy information used in the development of the plan and STIP;
4. Adequate public notice of public involvement activities and time for public review and comment at key decision points, including but not limited to action on the plan and STIP;
5. A process for demonstrating explicit consideration and response to public input during the planning and program development process;
6. A process for seeking out and considering the needs of those traditionally underserved by existing transportation systems, such as low-income and minority households which may face challenges accessing employment and other amenities;
7. Periodic review of the effectiveness of the public involvement process to ensure that the process provides full and open access to all and revision of the process as necessary.

Source: Federal Highway Administration, Department of Transportation 23 CFR 450.212

Although inferred within CAMPO's PPP, the above is not explicitly stated as seen within peer reviewed Plans. Given these elements are federally mandated they should be explicitly stated. Additionally *how* these required elements are to be accommodated within the planning process should also be evaluated. This exercise provides a tool for Staff and Project Organizers alike. It gives all parties an opportunity to anticipate and further formalize necessary components of the PPP. For example, NCTCOG list and further identifies the measure in which it will accommodate the associated federal mandate as provided in the excerpt example below.

Requirement	NCTCOG RESPONSE
(i) Provide adequate public notice of public participation activities and time for public review and comment	Public meeting notices will be sent to selected newspapers to ensure regional coverage. Translated notices will also be sent to non-English newspapers. Notification is also sent to local libraries, city halls, county court houses, chambers of commerce (including minority chambers), and the Texas Register. In addition, NCTCOG will maintain a comprehensive mailing list containing the names of individuals and organizations that wish to be notified of all public meetings as well as stakeholders identified in Appendix B of the NCTCOG Document.
(ii) Provide timely information on transportation issues and processes	Information is disseminated through NCTCOG's publications, reports, public meetings and other outreach events, the NCTCOG Web site, local newspapers, and open meetings.

*Source: APPENDIX A: Summary of Public Involvement Requirements.
NCTCOG Public Participation Program. March 2010*

III.D. Public Participation Key Elements

Due to Executive Order 12898, *Federal Actions to Address Environmental Justice in Minority Populations and Low Income Populations*, every PPP must make concerted efforts to identify and address “high and adverse human health or environmental effects of its programs, policies, and activities on minority and low-income populations.” In accordance with the federal mandate, this provision is adequately addressed within CAMPO’s current PPP where analysis is conducted at the *tract* level. However, many of the PPPs reviewed for the purpose of this Report take the mandate one step further to identify other at risk populations as well as gain a better understanding of the social context of an area in terms of its historical perceptions and mind sets of affected and potential public participants.

- Demographics Characteristics: Utilizing Geographic Information Systems (GIS) demographic characteristics concerning minority and low-income groups are identified as mandated by Title VI of the Civil Rights Act of 1964. However, recognizing the limitations associated with characterizing a population based on these two characteristics alone, Miami-Dade has expanded its data collection to include other at risk populations such as the elderly and disabled which provide for a different set of unique challenges when establishing transportation related planning documents. Providing analysis at the *block group level*, analysis are conducted writing 100 foot, 200 foot, 500 foot, and 1 mile buffers where warranted and may consist of primary or secondary data as summarized in **Table 3**, below. Although not specifically stated by Miami-Dade MPO primary layers are provided by the U.S. Census Bureau while secondary data are more location specific and may not always be readily available.

Table 3: PRIMARY AND SECONDARY GIS LAYERS FOR SOCIOCULTUREAL EFFECTS

PRIMARY LAYER	SECONDARY LAYER
Total 2000 Population	Places of worship
Total , percent, and density of African Americans	Schools
Total , percent, and density of Hispanics	Medical/Health Facilities (Hospitals)
Total , percent, and density of Asians	Police/Fire Departments
Total , percent, and density of Native Americans	Intermodal (Transit) Facilities
Total , percent, and density of other minorities	Civic/Community/Cultural Centers
Population aged 65 or older	Social Service Facilities
Population with income-to-poverty ratio under 125%	Government Buildings
Total , percent, and density of population that do not speak English	Cemeteries
Total , percent, and density of with disabilities	Community Boundaries
Age distribution	Future Land Use Map
Household Size	Emergency Response Service Zones
Educational level of population aged 25 or older	Historic Structures
Vehicles per household	Parks
Average household income	Transit Routes/Service Areas
	Transportation Disadvantaged Service Plan Data
	Population and Employment Forecasts
	Bridges
	Work Force Development Data
	ROW Lines
	Business Districts

*Table recreated based on Miami-Dade Public Involvement Process, *Determining the Affected Communities Characteristics*, P. 11 of the 2010 PPP.

It is important to note that CAMPO currently provides some 2010 demographic and social spatial data as provided on CAMPO's website which is available for public download at the block, block group, place and tract level. Similarly, 2035 data is currently available by Traffic Analysis Zone (TAZ) and is also available on CAMPO's website.

- Social Characteristics:

Miami-Dade also produces and utilizes Community Background Reports which are generated to provide an understanding of the general dynamics of an associated area including its history, political/social boundaries, and community dynamics, to name a few. Although not as easy to generate as demographic data, this element of community outreach provides a greater insight pertaining to perceptions within the general population. This proves important when trying to determine how to approach an area where past projects (i.e. the development of an elevated freeway or toll-road) may now result in extreme distrust and certain tools, such as surveys, may not result in a high response rate. As such, public forums or round tables may be more appropriate.

SACOG employs similar tactics via Public Attitude Surveys which may be employed prior or even during the initial and final stages of the planning process. Survey's are intended to record and reflect the wants and needs of the affected community. As stated in the SACOG's PPP, *"Surveys can test the [MPO's] perception of what people think and reinforce have been made through participatory programs."*

III.E. Limited English Proficiency Specific Plans

The Civil Rights Act of 1964 also mandates that all recipients of federal funds provide persons of Limited English Proficiency (LEP) the same services allotted to the English speaking populace which includes providing non discriminatory materials to persons regardless of their national origin. The mandate also requires that specific plans – where federal funding is provided – be developed to identify methods and related implementation tactics that effectively increase such services or accessibility of these services to LEP persons. Four factors, as outlined by the US Department of Transportation Policy Guidance to federal financial assistance recipients, are recommended in establishing LEP Specific Plans and include:

1. The number or proportion of LEP persons served or encountered in the eligible service population.
2. The frequency with which LEP individuals come in contact with the [program].
3. The nature and importance of the program, activity, or service provided.
4. The resources available.

Source: Limited English Proficiency Plan, Administrative Communications Systems, US Department of Education via Limited English Proficiency a Federal Interagency Website.

NCTCOG and Miami-Dade currently have established plans. Using Census and American Community Survey data, both MPOs were able to identify LEP persons via the ability to speak English classified as "well, not well and not at all" for all individuals older than five. NCTCOG also analyzed literacy rates of all individuals older than 16 as a secondary measure and further refinement in the identification of LEP persons.

Miami-Dade implemented frequency counts by tracking the amount of materials translated and further distributed by language type while NCTCOG evaluated frequency based on direct request made by interested parties for translated materials. The nature and importance of the program, activity or service is highlighted in both MPOs Transportation Plans which outline short and long term goals as they relate to the Long-Range Transportation Plan, TIP, and UPWP.

Based on findings provided in steps 1-3, both MPOs have employed the services of additional staff by way of internal staffing or by contract as needed. Miami-Dade for example currently employs the services of Spanish and Creole speaking staff, but in order to control program costs they provide translated materials as brochures or newsletters instead of fully translated publications. Additionally, Miami-Dade also makes full use of translated outreach materials as provided by federal, state and local transportation agencies. NCTCOG similarly employs Spanish speaking staff and contracts out service for languages such as American Sign Language. To avoid costly endeavors, NCTCOG programs are developed based on a heavy reliance on visualization tools limiting the amount of heavy text and increasing the use of animations, maps, renderings and photos.

Recognizing time limitations provided by public participation processes, both MPO's do not provide for extended public comment periods when translations are requested. Instead, the MPOs make a concerted effort to develop alternative material in advance for the anticipated needs of the population (steps 1-3) and further provide for a three day lag in provided materials should individual request for translated materials be made.

III.F. Advisory Committees

Several of the peer agencies utilize Public Involvement specialists to manage and coordinate the outreach activities for all of their respective MPO's projects, plans, and regular meetings. Given the amount of information disseminated by the three peer agencies, and the size of the programs undertaken, it was no surprise to find that each agency employs full-time Public Involvement staff members. These staff members act in a support capacity to the advisory committees that are formed for projects such as Long Range Plan Updates, TIP amendments, and other technical studies undertaken. These staff members often act as an internal advisory committee ensuring that different departments are aware of strategies and activities that have worked well within various communities, especially areas of higher than average low-income residents, Limited English Proficiency, and minority populations.

The only peer agency to facilitate an advisory committee format that includes members of the general public and interested stakeholder groups as Policy Board Appointed members of ad hoc committees is SACOG. This structure recognizes the importance of interacting with vested stakeholders while maintaining the balance of technical perspectives offered by members of their Technical Advisory Committee. This panel often functions as a focus group for new documents and outreach efforts to vet ideas and concepts and the manner in which they are received before presenting to the general public. Overall, this concept has functioned as an ad hoc committee that received staff support, and the standing committees of the MPO Board serve as another avenue for feedback before items are presented to the general public.

III.G. Participation Timelines and Plan Notification Schedules

NCTCOG currently has one of the most extensive Participation Component notification schedules, and given the geographical differences between the remaining MPOs, only CAMPO and NCTCOG's are comparable for review. Similar components are compared in **Table 4** on the following page, while additional components not explicitly addressed in CAMPO's notification schedule include the integration of air quality conformity discussions as an additional scheduling component. Additionally, NCTCOG's schedule also provides additional resources pertaining to public meeting dates related comment periods as well as additional public information.

III.H. Measure of Effectiveness

The methods in which to measure success vary greatly depending upon the type of project, the MPO location, project specific geographic constraints, and overall strategy for engaging the Public in meaningful dialogue throughout the planning horizon. Each peer agency surveyed, has developed a series of measures to define successful outreach activities.

For example:

- SACOG highlights an ability to have greater than 50% of stakeholders who were specifically contacted or greater than 20% of those receiving a survey through the mail actually fill out the survey.
- NCTCOG regularly tracks the involvement of person's with Limited English Proficiency at their meetings and those who make online or in person requests for documents to ensure that they are meeting the needs of those members of the community.
- Miami-Dade has gone the furthest in defining a methodology under which success should be measured by examining a project's success via the chart at right.

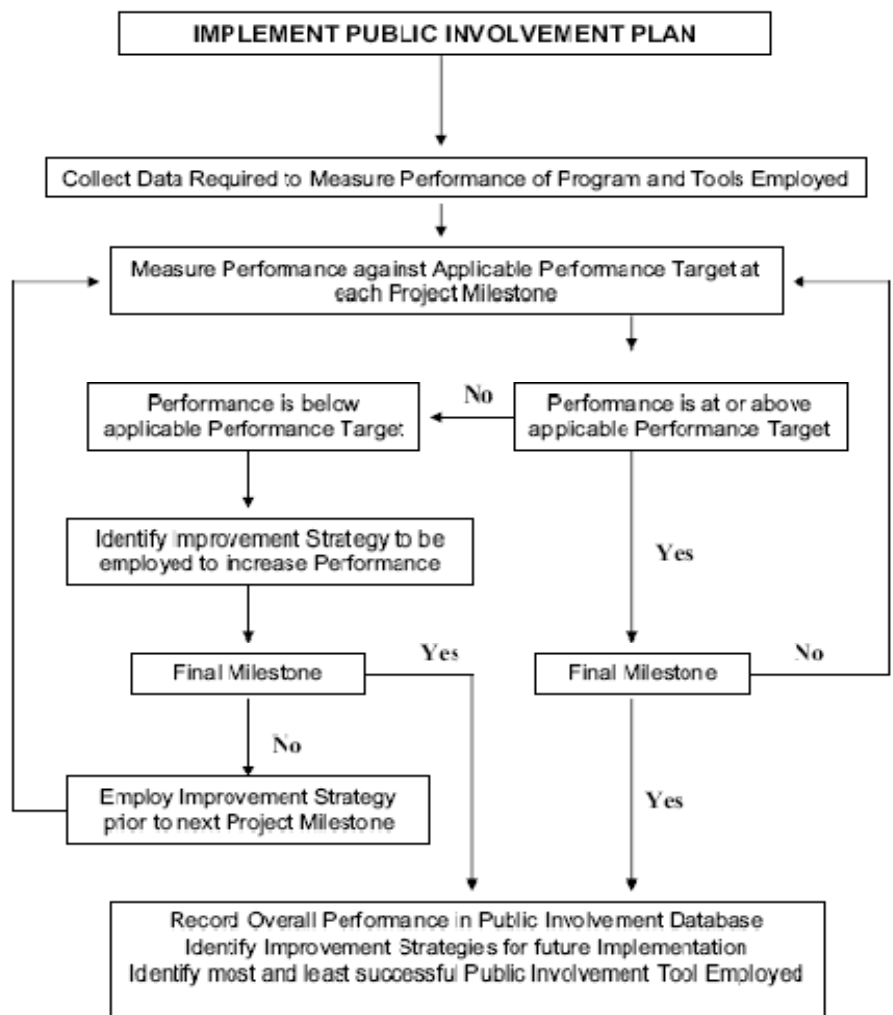


Table 4: Comparison of Notification Schedule – CAMPO and NCTCOG

Public Participation Component	CAMPO Public Meeting Date	NCTCOG Public Meeting Date	CAMPO Comment Period	NCTCOG Comment Period
RTP	One meeting prior to TPB approval	At least 30 day prior to committee approval	30 days	30 days following each meeting
Amendments	Same	Same	Same	Same
TIP	1 st day of the month in which public hearing is held through the close of business the Friday following the public hearing	At least 30 day prior to committee approval	30 days	30 days
Amendments	One meeting prior to TPB approval	Same	15 days starting day after public hearing	Same ³
TIP Administration Amendments and modifications		Summary of modifications provided at next public meeting. Notice concerning how to access the complete list of administrative amendments		NA
UPWP	NA	Once every two years, at least 30 day prior to RTC approval	10 days starting day after public hearing	30 days
Amendment	NA	Notifications by mailings, newspaper ads, and/or e-mail if modifications do not impact air quality conformity. At least 30 days prior to RTC approval if modifications are expected to impact air quality conformity.	NA	Same
PPP	NA	45 days prior to Council approval is changes reducing public participation proposed	45	45
Amendment	NA	Same	Same	Same

IV. Conclusions:

The peer review conducted an analysis of three metropolitan planning organizations, each of whom take a varied approach to Public Involvement. The current CAMPO Public Participation Program complies with all current federal requirements for such programs; however, the compliance could be better spelled out to ensure that as the plans are modified, the adherence to the governing laws can be maintained and clarified so that the process for Public Participation within the CAMPO region clearly responds to any changes in the federal requirements.

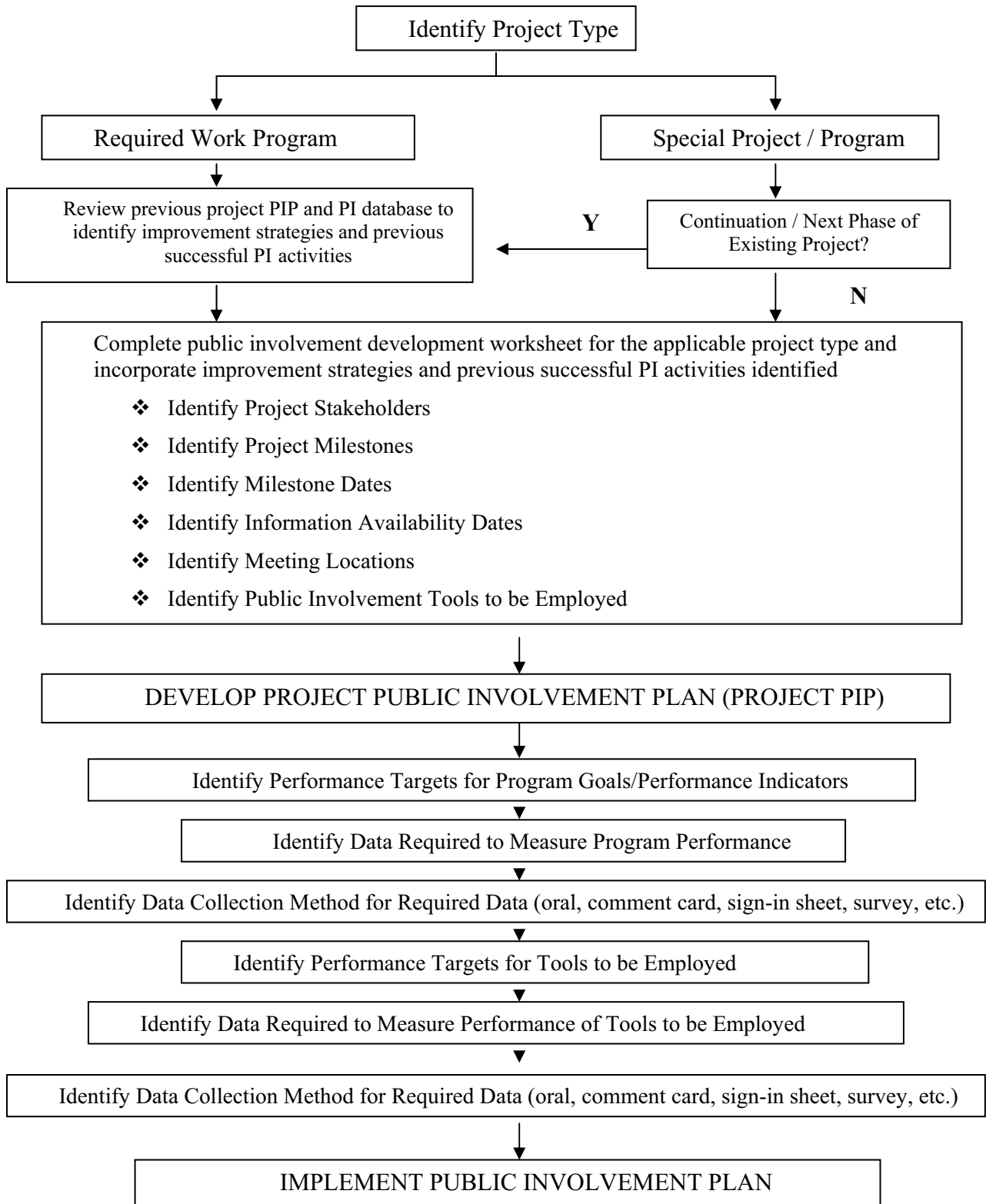
While the three agencies all operate with significantly larger Public Involvement Budgets, some of the perspectives and data used are very useful in developing the Public Participation Program for the CAMPO Region.

- 1) A Tiered approach to Public Involvement can be effective in many ways
 - a. More cost effective.
 - b. Removes meeting fatigue that interested stakeholders can feel.
 - c. Defines expectations for projects and programs before they are undertaken to ensure that proper planning takes place.
- 2) Defining, Implementing, Measuring, and Refining are the Keys to successful project specific Public Involvement Plans and the Public Participation Program should recognize the following:
 - a. Public Involvement Plans have to adapt to changing technology, expectations, and overall project goals.
 - b. A well planned process can help to gain public interest and ultimately create worthwhile dialogue.
 - c. Defining the success of Public Involvement activities is an important step in setting expectations, and learning how to adapt moving forward.

Finally, a Public Participation Process that is easy to follow for all parties involved, whether staff implementing a new planning initiative, interested stakeholder trying to become better informed, or newly elected official who has just begun service on CAMPO's Transportation Policy Board, is crucial to ensuring that meaningful dialogue about the merits and disadvantages of a given project or program can occur.

Appendix A – Miami-Dade Public Involvement Plan Development Process

FIGURE 1: PROCESS FOR DEVELOPMENT OF PUBLIC INVOLVEMENT PLAN



Appendix B – Miami-Dade IAP2 Public Participation Toolbox

TECHNIQUE	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
PRINTED PUBLIC INFORMATION MATERIALS			
<ul style="list-style-type: none"> ● Fact Sheets ● Newsletters ● Brochures ● Issue Papers 	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● Can reach large target audience Allows for technical and legal reviews ● Encourages written responses if comment form enclosed ● Facilitates documentation of public involvement process 	<ul style="list-style-type: none"> ● Only as good as the mailing list/distribution network ● Limited capability to communicate complicated concepts ● No guarantee materials will be read
INFORMATION REPOSITORIES			
<p>Libraries, city halls, distribution centers, schools, and other public facilities make good locations for housing project-related information</p>	<ul style="list-style-type: none"> ● Make sure personnel at location know where materials are kept ● Keep list of repository items Track usage through a sign-in sheet 	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● Information repositories are often not well used by the public
TECHNICAL REPORTS			
<p>Technical documents reporting research or policy findings</p>	<ul style="list-style-type: none"> ● Reports are often more credible if prepared by independent groups 	<ul style="list-style-type: none"> ● Provides for thorough explanation of project decisions 	<ul style="list-style-type: none"> ● Can be more detailed than desired by many participants ● May not be written in clear, accessible language
ADVERTISEMENTS			
<p>Paid advertisements in newspapers and magazines</p>	<ul style="list-style-type: none"> ● Figure out the best days and best sections of the paper to reach intended audience ● Avoid rarely read notice sections 	<ul style="list-style-type: none"> ● Potentially reaches broad public 	<ul style="list-style-type: none"> ● Expensive, especially in urban areas ● Allows for relatively limited amount of information
NEWSPAPER INSERTS			
<p>A "fact sheet" within the local newspaper</p>	<ul style="list-style-type: none"> ● Design needs to get noticed in the pile of inserts ● Try on a day that has few other inserts 	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● Expensive, especially in urban areas

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

TECHNIQUE	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
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EXPERT PANELS			
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Public meeting designed in "Meet the Press" format. Media panel interviews experts from different perspectives.	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● Encourages education of the media ● Presents opportunity for balanced discussion of key issues ● Provides opportunity to dispel scientific misinformation 	<ul style="list-style-type: none"> ● Requires substantial preparation and organization ● May enhance public concerns by increasing visibility of issues
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BRIEFINGS			
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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.	<ul style="list-style-type: none"> ● KISS - Keep it Short and Simple ● Use "show and tell" techniques ● Bring visuals 	<ul style="list-style-type: none"> ● 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 good will 	<ul style="list-style-type: none"> ● Project stakeholders may not be in target audiences ● Topic may be too technical to capture interest of audience
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CENTRAL INFORMATION CONTACT			
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Identify designated contacts for the public and media	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● People don't get "the run around" when they call ● Controls information flow ● Conveys image of "accessibility" 	<ul style="list-style-type: none"> ● 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
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CENTRAL INFORMATION CONTACT			
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Providing access to technical expertise to individuals and organizations	<ul style="list-style-type: none"> ● The technical resource must be perceived as credible by the audience 	<ul style="list-style-type: none"> ● Builds credibility and helps address public concerns about equity ● Can be effective conflict resolution technique where facts are debated 	<ul style="list-style-type: none"> ● Limited opportunities exist for providing technical assistance ● Technical experts may counter project information
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Techniques to compile input and provide feedback

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

TECHNIQUE	ALWAYS 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	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● More expensive and labor intensive than mailed surveys
INTERNET SURVEYS/POLLS			
Web-based response polls	<ul style="list-style-type: none"> ● Be precise in how you set up site, chat rooms or discussion places can generate more input than you can look at 	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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
COMPUTER-BASED POLLING			
Surveys conducted via computer network	<ul style="list-style-type: none"> ● Appropriate for attitudinal research 	<ul style="list-style-type: none"> ● Provides instant analyses of results ● Can be used in multiple areas ● Novelty of technique improves rate of response 	<ul style="list-style-type: none"> ● High expense ● Detail of inquiry is limited
COMMUNITY FACILITATORS			
Use qualified individuals in local community organizations to conduct project outreach	<ul style="list-style-type: none"> ● Define roles, responsibilities and limitations up front ● Select and train facilitators carefully 	<ul style="list-style-type: none"> ● Promotes community-based involvement ● Capitalizes on existing networks ● Enhances project credibility 	<ul style="list-style-type: none"> ● Can be difficult to control information flow ● Can build false expectations
FOCUS GROUPS			
Message testing forum with randomly selected members of target audience. Can also be used to obtain input on planning decisions	<ul style="list-style-type: none"> ● Conduct at least two sessions for a given target ● Use a skilled focus group facilitator to conduct the session 	<ul style="list-style-type: none"> ● Provides opportunity to test key messages prior to implementing program ● Works best for select target audience 	<ul style="list-style-type: none"> ● Relatively expensive if conducted in focus group testing facility
DELIBERATIVE POLLING			
Measures informed opinion on an issue	<ul style="list-style-type: none"> ● Do not expect or encourage participants to develop a shared view ● Hire a facilitator experienced in this technique 	<ul style="list-style-type: none"> ● Can tell decision-makers what the public would think if they had more time and information ● Exposure to different backgrounds, arguments, and views 	<ul style="list-style-type: none"> ● Resource intensive ● Often held in conjunction with television companies ● 2 – 3 day meeting

Techniques to bring people together

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

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

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

TECHNIQUE	ALWAYS THINK IT THROUGH	WHAT CAN GO RIGHT	WHAT CAN GO WRONG
OPEN SPACE TECHNOLOGY			
<p>Participants offer topics and others participate according to interest</p>	<ul style="list-style-type: none"> ● Important to have a powerful theme or vision statement to generate topics ● Need flexible facilities to accommodate numerous groups of different sizes ● Groundrules and procedures must be carefully explained for success 	<ul style="list-style-type: none"> ● Provides structure for giving people opportunity and responsibility to create valuable product or experience ● Includes immediate summary of discussion 	<ul style="list-style-type: none"> ● Most important issues could get lost in the shuffle ● Can be difficult to get accurate reporting of results
WORKSHOPS			
<p>An informal public meeting that may include a presentations and exhibits but ends with interactive working groups</p>	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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
FUTURE SEARCH CONFERENCE			
<p>Focuses on the future of an organization, a network of people, or community</p>	<ul style="list-style-type: none"> ● Hire a facilitator experienced in this technique 	<ul style="list-style-type: none"> ● Can involve hundreds of people simultaneously in major organizational change decisions ● Individuals are experts ● Can lead to substantial changes across entire organization 	<ul style="list-style-type: none"> ● Logistically challenging ● May be difficult to gain complete commitment from all stakeholders ● 2 — 3 day meeting

