



**CORVALLIS  
CITY COUNCIL WORK SESSION**

**September 10, 2020  
4:00 pm - 6:00 pm**

*Pursuant to [Governor Brown's Executive Order 20-16](#), issued on April 16, 2020 in response to the COVID-19 pandemic, this City Council work session will be online only.*

*The public may watch the meeting live on the internet via this link:*

*<https://attendee.gotowebinar.com/register/4245965770357175822>*

*A video and audio of the work session will be available on the City's website.*

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- I. Call to Order
  - II. Advisory Board Restructuring Ad Hoc Committee Final Recommendations
  - III. Community Comments (written only) (Community members wishing to offer advance written comments are encouraged to use the public input form at [www.corvallisoregon.gov/publicinput](http://www.corvallisoregon.gov/publicinput).)
  - IV. Review of Three-Month Schedule
  - V. Other Councilor Comments (time permitting)
  - VI. Adjournment

If you need special assistance to participate in this meeting, please contact the City Recorder at (541) 766-6901 (for TTY services, dial 7-1-1). Notification at least two business days prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting. (In compliance with the Americans with Disabilities Act, 28 CFR 35.102-35.104 ADA Title I and ORS 192.630(5)).

*A Community That Honors Diversity*

TO: City Council for September 10, 2020, Council Meeting

FROM: Advisory Board Restructuring Ad Hoc Committee

DATE: August 31, 2020

THROUGH: Andrew Struthers, Ward 9 City Councilor, Chair

SUBJECT: Advisory Board Restructuring Ad Hoc Committee Final Recommendations

STRATEGIC OPERATIONAL PLAN PRIORITY: E-1G. Conduct a review of all City advisory boards, commissions, committees, and task forces.



Action Requested:

The Advisory Board Restructuring Ad-Hoc Committee (ABAHC) recommends Council review and discuss the committee's recommendations to restructure the current advisory board framework. Future work will be required to amend the Municipal Code to reflect this new strategic direction.

Discussion:

The City of Corvallis has historically placed a high value on public participation. The city is often referred to as "a very engaged community" and feedback from consultants, state agencies, and other third parties frequently indicate that they receive much more community input on Corvallis projects than anywhere else in the state. Public participation is such a core value of the community that the first Focus Area statement of the Community's 2040 Vision is "Corvallis supports and engages a changing population in a welcoming community".

Public participation is a broad concept that includes far more than just advisory boards and commissions. The industry standard for effective public participation comes from the International Association for Public Participation (IAP2). The IAP2 started in 1990, held their first conference in Portland in 1992 and has since become the standard for local, state and federal agencies across the globe. IAP2 created the Spectrum of Public Participation (Attachment A) that helps governments incorporate more effective and meaningful public participation. IAP2 identifies over 50 different techniques for increasing public participation, including the use of ongoing advisory groups (page 12 of Attachment A).

In Corvallis, public outreach efforts have traditionally focused the community's resources on one of those 50+ techniques - ongoing advisory groups, most of which are comprised largely of community volunteers. The traditional advisory board schedule in Corvallis has consisted primarily of meetings that occur over the dinner hour on weeknights, which presents barriers to some in the community who might be unable to participate fully due to childcare or work obligations. There are some exceptions such as the Bicycle and Pedestrian Advisory Board which meets at 7 AM and the Housing and Community Development Advisory Board that meets at 11:30 AM.

The IAP2 framework does not establish a hierarchy of public participation techniques, but instead focuses on the importance of matching the appropriate public participation technique to the desired goals. As the IAP2 notes, ongoing advisory groups are good for providing detailed analyses for project issues, but also have a limited number of voices so the general public may not embrace the recommendations that come from these advisory groups. IAP2 also notes that ongoing advisory groups are "time and labor intensive".

The latter point is important as Corvallis’s large advisory board structure has extensive financial and staffing needs which significantly reduces what is available for other public participation techniques.

As the Community Involvement and Diversity Advisory Board (CIDAB) has noted in the past, the current advisory board structure engages a relatively small number of community members who understand how to follow key issues and participate in the City’s formal processes but is less effective at reaching a broad spectrum of the population and particularly underrepresented segments of the community.

### *Existing Advisory Board Structure*

As currently organized, advisory bodies in Corvallis are comprised of community volunteers who meet monthly to work on tasks assigned to them by the City Council or, when such work does not exist, share information on subject areas of interest to their members. Each body has one Councilor assigned as a non-voting liaison; staff technical and administrative support; and most advisory boards also include contracted minute takers.

The City’s website identifies 30 advisory groups:

Agencies	1
Commissions	4
Boards	17
Committees	8

In addition, there are numerous operational groups throughout the organization where staff work directly and informally with community members. These are not included in the list above.

The Council’s 2020-2024 Strategic Operational Plan includes an action item for the Mayor and City Council to “Conduct a review of all City advisory boards, commissions, committees and task forces” (E-1G). This work effort was a direct result of feedback that emerged over the last few years from Councilors, staff, and the general public suggesting that the current structure was not achieving the policy goals of the Council or the operational goals of the City’s professional staff, and was inefficient.

### *Timeline of Previous Work*

The Council has held several work sessions on the restructuring topic, including facilitated interactive exercises to provide general guidance to the restructuring effort. The Council also sought direct input from advisory boards early in the process.

#### **2019 Meetings**

July 18, 2019 – Work Session Topic  
 August 22, 2019 – Work Session Topic  
 October 10, 2019 – Work Session Topic  
 December 5, 2019 – Workshop

#### **2020 Meetings**

June 18, 2020 – Workshop  
 July 6, 2020 – Council Meeting forming Ad-Hoc Committee

Working together at the two workshops, staff and Council generated a series of themes around public input and advice; these themes directed the work of the committee. From those two meetings, came a set of themes of what is wanted from public input, how those themes interact with each other, and what specific advice/input is desired. Based on those discussions an Ad-Hoc Committee was created to continue the SOP work.

### *Advisory Board Restructuring Ad Hoc Committee*

Beginning in July, an Advisory Board Restructuring Ad Hoc Committee (ABRAHC) consisting of four Councilors and four City staff, met for a series of seven (7) meetings. The committee was asked to set aside the current structure and imagine an entirely new framework that would support the policy needs of the City Council and build upon the work from the Council's Work Sessions.

The committee's membership includes: Ward 9 Councilor Andrew Struthers (chair), Ward 5 Councilor Charlyn Ellis, Ward 3 Councilor Hyatt Lytle, Ward 7 Councilor Paul Shaffer, Community Development Director Paul Bilotta, Library Director Ashlee Chavez, Public Information Officer Patrick Rollens, and Public Works Director Mary Steckel.

### *ABRAHC Work*

Early on, the ABAHC determined that the restructuring should not be viewed as a reduction of public participation opportunities, but rather a refocusing of the civic energy for other forms of public participation that could be more effective at reaching a larger and more diverse pool of community members.

This theme was previously noted by the community member-produced report "City Process, Effective, Meaningful, Efficient" <https://apps.corvallisoregon.gov/webdocs/showdoc.aspx?docID=1739529>, which noted that an analysis of all of the minutes of the advisory board meetings noted that 72% of advisory boards averaged 0 or 1 visitor/guests over the course of an entire year. The report further noted even in the few meetings where community members did attend, the community member had dialogue with the advisory board in fewer than half of the meetings. The methodology of analyzing minutes could have resulted in an undercounting of the number of attendees, since not all attendees are identified at all meetings, but it should be reasonably accurate regarding the number of attendees who actually participated with comments as speaking participants are typically noted in the minutes.

The Merriam-Webster dictionary defines advice as "recommendation regarding a decision or course of conduct". The ABAHC looked at the advisory role of the boards and realized that advice is important only if it supports associated decisions. The ABAHC examined all of the Council's decisions over the past two years to determine what Council decisions were being made and which ones benefitted from advice from an advisory board. The ABAHC then aligned this record of past decisions with the topics Council and staff identified as needing advice (Attachment B). Some of the key points of this analysis were:

1. The areas that the Council had identified as needing advice on aligned closely with the categories of past Council decisions.
2. The existing structure of advisory boards did not align well with past Council decisions but was instead often aligned with operational decisions.
3. The maintenance of the large advisory board system showed up in the analysis of past Council decisions, as the Council's second most common decision in any year is the selection and approval of new members to advisory boards.

## *ABAHC Conclusions*

### *Role of Councilors*

The ABAHC looked at the role of the Council liaison and determined that it was ill-defined and probably not performing as well as it could. Councilors expressed a desire to have a working role on advisory boards, not just serve as a liaison. It was noted that the liaison role also seems to create confusion about roles, especially on boards that are focused primarily on operations. The committee recommends eliminating the Council liaison role and having Councilors serve as full voting members of advisory groups they are appointed to and that they not be precluded from serving as co-chair or chair of these groups.

### *Framework*

Building on the work that had been previously completed by the Public Participation Task Force <https://apps.corvallisoregon.gov/webdocs/showdoc.aspx?docID=1739527>, the ABAHC created a nomenclature system to more clearly define the role of various types of advisory groups. The goal of this framework is to make clear the different roles the various types of advisory groups will play.

**Agencies:** Agencies are a fully independent bodies with legal decision-making authority.

**Commissions:** Commissions are decision-making bodies in addition to providing policy advice to Council. These bodies have at least one of the following attributes:

1. Commission that is mandated by state law (i.e. Budget Commission)
2. Decision making bodies that are part of the state's land use appeals process (i.e. Planning Commission). (It should be noted that land use commissions are recognized but not required by state law and many cities have moved to the use of Hearings Officers to fulfill the same function.)
3. Formal decision-making bodies that make decisions that are appealed directly to the City Council.

**Multi-jurisdictional Groups:** Multi-jurisdictional Groups are those formed through a formal or informal Intergovernmental Agreement between government entities. These boards typically do not report to any specific government entity unless the IGA states that to be the case. These boards general provide feedback and advice to all jurisdictions that are involved in the IGA.

**Policy Advisory Board:** Policy Advisory Boards are on-going bodies that provide advice to Council on specific policy areas. They have the potential to collaborate with other Policy Boards if there is an area that crosses policy topics. Policy Advisory Boards focus primarily on policy areas only, however, there may be limited times that they are asked to look at an operational topic by the staff.

**Policy Task Force:** Policy Task Forces are short-term advisory bodies that provide advice to Council on a specific policy topic. A Policy Task Force sunsets when the project is complete.

**Operational Advisory Committee:** Operational Advisory Committees are on-going bodies that advise staff on operational matters. Operational Advisory Committees focus primarily on operational areas only, however, there may be limited times that they are asked to look at a policy topic by the City Council. The structure and operations of these bodies are more flexible and customized to the advisory needs.

**Operational Work Group:** Operational Work Groups are short-term advisory bodies that provide advice to staff on a specific operational topic or project. An Operational Work Group sunsets when the project is complete

**Community Groups:** Community Groups are created by the community and can provide advice to the City either through formal partnership or on an ad hoc basis. The City typically doesn't have an organizational role in such groups but may choose to seek policy advice from them. Some Community Groups may have a formal Council liaison. Examples of Community Groups include the Downtown Corvallis Association, Sustainability Coalition, Chamber of Commerce and League of Women Voters.

*Structure*

The proposed structure fits within the framework described above and continues building on efficiency, public participation and clear roles. Under the recommended changes, the number of "Advisory Boards would decrease from 17 to potentially 4. A table of the proposed structure is can be found as Attachment C.

Agencies	1
Commissions	4
Multi-Jurisdictional	6
Policy Advisory Boards	4
Policy Task Forces	3
Operational Advisory Committees	6
Operational Work Groups	*
Total	24*

\*The exact number of Operational Work Groups will vary based on the number of active operational projects at any time.

**Agencies (1):**

1. South Corvallis Urban Renewal Agency

The ABAHC recommends continuation of the one Agency for the Urban Renewal District.

**Commissions (4):**

1. Budget Commission
2. Historic Resource Commission
3. Planning Commission
4. South Corvallis Urban Renewal Agency Budget Commission

No changes are being recommended for the existing Commissions.

**Multi-Jurisdictional Groups (6):**

1. 9-1-1 Service District
2. Economic Development
3. Home, Opportunity, Planning and Equity (HOPE)
4. Imagine Corvallis Action Network (ICAN)
5. Library Service District
6. Willamette Criminal Justice Council

All the multi-jurisdictional groups are set by IGA, so their creation, and continued existence, is based on those IGAs. At this time there is no recommendation to change or add any additional Multi-Jurisdictional Groups. ICAN was moved into this category due to the way it functions with other organizations, even though it does not have a formal IGA at this time.

**Policy Advisory Boards (4):**

1. Climate Action (existing)

Provides advice on the community side of the Climate Action Plan and makes policy recommendations to the Council as needed.

2. Community Involvement and Diversity Advisory Board (CIDAB) (existing)

Provides advice on how to increase and enhance community participation in government decisions. This board should be looked at in more depth as part of the proposed Equity, Diversity, Inclusion and Social Justice Task Force.

3. Fee Review (new)

Provides advice on all fees. One of their charges would be to look at all fees from a holistic approach on an annual basis. The committee considered that the board could meet as needed and be made up of a subset of members of the Budget Commission. There was some discussion about whether this should be considered a board or a task force depending on how the Council would want to utilize it.

4. King Legacy Advisory Board (existing)

Provides advice on how Corvallis can become a more inclusive and just community. Provides advice on how to increase and enhance community participation in government decisions. This board should be looked at in more depth as part of the proposed Equity, Diversity, Inclusion and Social Justice Task Force.

**Policy Advisory Task Forces (3):**

While ABAHC proposes that Policy Task Forces be fluid - formed and disbanded as the need for them dictates - the group does recommend that these Task Forces be formed. The need for additional Task Forces will likely arise every year as the Mayor and Council portion of the SOP identifies new policy work items.

1. Council Governance (new)

Provides advice on Council operations and review of governance processes. The ABAHC discussed that Advisory Task Forces could be formed for specific Council related work items, like the Charter Review Ad-Hoc Committee and Board Restructuring Ad-Hoc Committee.

The committee had discussion about the formation of Standing Committees. The committee felt that the use of Council Governance Task Forces allows the Council to create subsets of its membership (and could also include others if the Council desired) to look at issues more in depth like the standing committee structure did, without creating a permanent additional layer of process for routine business. The Charter Review and Advisory Board Ad Hoc Committees were cited as successful models to allow a subset of the Council to work more in depth on the Council's priority issues

2. Equity, Diversity, Inclusion and Social Justice (new)

Provides advice on the City's approach to Equity, Diversity, Inclusion and Social Justice. This group would have as part of its charge the task to look at the work of the King Legacy Advisory Board and the Community Involvement and Diversity Advisory Board for synergies.

3. Vision Zero (new)

The ABAHC had considerable discussion regarding whether this should be a Task Force, a Policy Advisory Board, a work item for the Multi-modal Transportation Committee or a Task Force that might one day turn into an Advisory Board if the policy workload warrants. It has been placed in the Task Force category, but the Council should understand that this was not a unanimous recommendation.

**Operational Advisory Committees (6)**

Based on the work to identify topics that the City is seeking advice on, these operational areas were identified to have an ongoing operational advisory group need. Although operational in nature, these committees would still be publicly noticed and accessible. Scheduling could be driven by the advisory need rather than fixed calendar scheduling.

1. Housing (new name)

Provides advice to the Community Development Department on housing subjects that are operational in nature.

2. Multi-Modal Transportation (new)

Provides advice to the Public Works Department on transportation subjects that are operational in nature. This new group would take a holistic view to how the transportation network is developed within the City.

3. Parks, Natural Areas and Recreation (existing)

Provides advice to the Parks and Recreation Department on subjects that are operational in nature.

4. Police Review Board (existing)

Provides advice to the Police Department. This is a mandatory requirement for CALEA accreditation and is structured to meet the CALEA standards.

5. Public Art and Culture (new)

Provides advice to the Parks and Recreation Department on arts and culture subjects that are operational in nature.

The committee did not include members who work directly with the current arts and culture advisory groups and therefore there may need to be some more Council discussion about this area.

6. Watershed (existing)

Provides advice to the Public Works Department on the management of the Rock Creek watershed that are operational in nature.

### **Operational Advisory Workgroups**

ABAHC proposes that Advisory Workgroups be fluid and can be formed and disbanded as the need for them dictates. Operational Advisory Workgroups will frequently be created with major projects identified in the SOP.

### **Community Groups and Organizations with Council Liaisons**

As mentioned earlier, Corvallis is a very engaged community and a significant amount of engagement and expertise occurs in community groups and organizations that are not part of the formal City advisory board structure. The committee discussed the desire to work closely with community groups and organizations directly and avoid setting up parallel city structures when there are already strong community groups and organizations in place unless there was a unique need. The committee also noted that there are a number of community groups and organizations with formal Council liaisons including:

1. Associated Students of Oregon State University
2. Cascade West Area Commission on Transportation
3. Corvallis Metropolitan Planning Organization
4. Corvallis Chamber of Commerce
5. Corvallis Sustainability Coalition
6. Oregon Cascades West Council of Governments Board of Directors
7. Downtown Corvallis Association
8. Economic Vitality Partnership
9. Enterprise Zone Committee
10. United Way Granting Committee
11. Visit Corvallis

### *Board Membership*

There were some discussions about board membership that were touched on lightly but not discussed in detail by the committee that might be something that the Council will want to discuss further.

1. In the past, the size of advisory boards has generally followed the size of the Council and had nine members as the default. This may or may not be the optimal size for all groups due to meeting flow, amount of community interest, and consistency of ability to maintain a quorum. Does the Council want to continue this nine member default practice, have more flexibility in board sizes, or set a different default number of members?
2. A community member provided input seeking reservation of a board seat for students. Does the Council want boards to have seats reserved for particular group representation and how would it like to go about that process if it does?

### Budget Impact:

This item is for discussion purposes only.

### Attachments:

- A: IAP2 Spectrum
- B: Council Advisory Needs Analysis
- C: Proposed Advisory Structure



# IAP2 Spectrum of Public Participation



**Public participation goal**

**Inform**

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

**Consult**

To obtain public feedback on analysis, alternatives and/or decisions.

**Involve**

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

**Collaborate**

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

**Empower**

To place final decision-making in the hands of the public.

**Promise to the public**

We will keep you informed.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

**Example techniques**

- Fact sheets
- Web sites
- Open houses

- Public comment
- Focus groups
- Surveys
- Public meetings

- Workshops
- Deliberative polling

- Citizen advisory committees
- Consensus-building
- Participatory decision-making

- Citizen juries
- Ballots
- Delegated decision

# IAP2's PUBLIC PARTICIPATION TOOLBOX



## TECHNIQUES TO SHARE INFORMATION

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>BILL STUFFERS</b>			
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
<b>BRIEFINGS</b>			
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
<b>CENTRAL INFORMATION CONTACTS</b>			
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
<b>EXPERT PANELS</b>			
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.

THE IAP2 PUBLIC PARTICIPATION TOOLBOX

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

TECHNIQUES TO SHARE INFORMATION



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

**THE IAP2 PUBLIC PARTICIPATION TOOLBOX**

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

TECHNIQUES TO SHARE INFORMATION



TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>TECHNICAL REPORTS</b>			
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
<b>TELEVISION</b>			
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
<b>WORLD WIDE WEB SITES</b>			
 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?
<b>COMMENT FORMS</b>			
<p>Mail-in-forms often included in fact sheets and other project mailings to gain information on public concerns and preferences</p> <p>Can provide a Web-based or e-mailed form</p>	<p>Use prepaid postage</p> <p>Include a section to add name to the mailing list</p> <p>Document results as part of public involvement record</p>	<p>Provides input from those who would be unlikely to attend meetings</p> <p>Provides a mechanism for expanding mailing list</p>	<p>Does not generate statistically valid results</p> <p>Only as good as the mailing list</p> <p>Results can be easily skewed</p>
<b>COMPUTER-BASED POLLING</b>			
<p>Surveys conducted via computer network</p>	<p>Appropriate for attitudinal research</p>	<p>Provides instant analyses of results</p> <p>Can be used in multiple areas</p> <p>Novelty of technique improves rate of response</p>	<p>High expense</p> <p>Detail of inquiry is limited</p>
<b>COMMUNITY FACILITATORS</b>			
<p>Use qualified individuals in local community organizations to conduct project outreach</p>	<p>Define roles, responsibilities and limitations up front</p> <p>Select and train facilitators carefully</p>	<p>Promotes community-based involvement</p> <p>Capitalizes on existing networks</p> <p>Enhances project credibility</p>	<p>Can be difficult to control information flow</p> <p>Can build false expectations</p>
<b>DELPHI PROCESSES</b>			
<p>A method of obtaining agreement on forecasts or other parameters by a group of 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.</p>	<p>Delphi processes provide an opportunity to develop agreement among a group of people without the need for meeting</p> <p>Delphi processes can be conducted more rapidly with computer technology.</p> <p>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.</p>	<p>Can be done anonymously so that people whose answers differ substantially from the norm can feel comfortable expressing themselves.</p> <p>A Delphi process can be especially useful when participants are in different geographic locations.</p>	<p>Keeping participants engaged and active in each round may be a challenge.</p>
<b>IN-PERSON SURVEYS</b>			
<p>One-on-one "focus groups" with standardized questionnaire or methodology such as "stated preference"</p>	<p>Make sure use of results is clear before technique is designed</p>	<p>Provides traceable data</p> <p>Reaches broad, representative public</p>	<p>Expensive</p>

THE IAP2 PUBLIC PARTICIPATION TOOLBOX



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

**TECHNIQUES TO COMPILE AND PROVIDE FEEDBACK**

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

# TECHNIQUES TO BRING PEOPLE TOGETHER



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

THE IAP2 PUBLIC PARTICIPATION TOOLBOX

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

**TECHNIQUES TO BRING PEOPLE TOGETHER**



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

THE IAP2 PUBLIC PARTICIPATION TOOLBOX

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



**TECHNIQUES TO BRING PEOPLE TOGETHER**

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>PUBLIC HEARINGS</b>			
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
<b>PUBLIC MEETINGS</b>			
 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.
<b>REVOLVING CONVERSATIONS (ALSO KNOW AS SAMOAN CIRCLES)</b>			
 Leaderless meeting that stimulates active participation  More Info: Larry Aggens <a href="http://www.involve.com">www.involve.com</a>	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
<b>STUDY CIRCLES</b>			
 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.
<b>SYMPOSIA</b>			
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.

**THE IAP2 PUBLIC PARTICIPATION TOOLBOX**

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

**TECHNIQUES TO BRING PEOPLE TOGETHER**



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

Council Advisory Needs Analysis

**Council Identified Advisory Needs**

(From Council work session)

Topic	# Mentions
Equity, Diversity, Inclusion and Social Justice	34
Budget and Finance	24
Land Use	19
Housing	18
Transportation	15
Governance	14
Infrastructure	13
Public Safety	11
Climate Action	9
Economic Development	9
Other	4

**Council Decisions (2018-2019)**

(From Council Agendas)

Topic	# Decisions
Financial	75
Advisory Board Appointments	65
Business Community	44
Development Applications	29
Land Use Legislative	28
Infrastructure	23
CC Operations (Excluding Board Appointments)	18
General Policy	14
Neighborhoods	9
Parks and Recreation	7

Advice Topic Area	Agency	Commission	Multi-Jurisdictional Group	Policy Advisory Board	Policy Advisory Task Force	Operational Advisory Committee	Operational Advisory Workgroup
Urban Renewal	X						
Budget Commission		X					
Historic Resources Commission		X					
Planning Commission		X					
Urban Renewal Budget Commission		X					
9-1-1 Service District			X				
Economic Development			X				
HOPE			X				
Imagine Corvallis Action Network (ICAN)			X				
Library Service District			X				
Willamette Criminal Justice Council			X				
Climate Action				X			
CIDAB				X			
Fees				X			
King Legacy				X			
Equity, Diversity, Inclusion and Social Justice					X		
Vision Zero					X		
Council Governance					X		
Housing/HCDAB/Affordable Housing						X	
Multi-Modal Transportation						X	
Parks and Natural Areas (Parks and Rec)						X	
Police Review Board						X	
Public Art and Culture						X	
Watershed						X	
Major Airport Projects							X
Major Downtown Projects							X
Empowerment Grants, City Grants							X
Major Infrastructure Projects							X

Note: There are many Community Groups that also cover some of the topic areas but are too numerous to list in this table.

## CITY COUNCIL THREE-MONTH SCHEDULE

9/2/20

**Agenda items and dates are only proposed and likely to change**

**Yellow = regular meeting**

**Red = work session**

- ❖ **Regular Meeting, Tuesday, September 8, 6:00 pm**
  - \* Executive Session: Status of pending litigation or litigation likely to be filed
  - \* Welcome Ryan Vogt, Director of Oregon Cascades West Council of Governments
  - \* PRESENTATION: 2020 Census
  - \* PRESENTATION: Annual Update and Report on Local Business Recovery (Economic Development Office)
  - \* Resolution and Ordinance: Oregon State University Resumption of Classes for Fall Term
  - \* Ordinance: Assistance Program for Low Income Housing Projects (Parks and Recreation)
  - \* Low Income Assistance for City Services Billing Customers (Finance)
  - \* Resolution: Naming Financial Transaction Signatories (Finance)
  - \* Resolution: Forwarding Council Candidates to Voters (City Recorder)
  - \* Municipal Judge Replacement
  - \* Resolution: Funding for microshelters

- ❖ **Work Session, Thursday, September 10, 4:00 pm**
  - *Advisory Board Restructuring Ad Hoc Committee Final Recommendations*

- ❖ **Regular Meeting, Monday, September 21, 6:00 pm**
  - \* Executive Session: City Attorney Evaluation
  - \* Adopt SDC methodology and ordinance to amend Municipal Code for credits (Parks and Rec)
  - \* City Services Customer Account Audit Findings (Public Works)
  - \* Ordinance: City Services Customer Account Audit (Public Works)
  - \* Phased Approach to Address Illegal Camping (Parks and Rec)

- ❖ **Work Session, Thursday, September 24, 4:00 pm**
  - *Parking Audit – Management of the Downtown Parking System (Public Works)*
  - *Council discussion regarding parliamentary procedures*

September 2020						
		1	2	3	4	5
6	<del>7</del>	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

\* Sept 7 = Labor Day holiday

- ❖ **Regular Meeting, Monday, October 5, 6:00 pm**
  - \* Executive Session: City Attorney Evaluation, continued
  - \* Set rates for Parks System Development Charges
- ❖ **Work Session, Thursday, October 8, 4:00 pm**
  - *Interpretation Plan for Dr. Martin Luther King, Jr. Park (Parks and Rec)*
  - *Majestic Theatre Operational Budget*
- ❖ **Regular Meeting, Monday, October 19, 6:00 pm**
  - \* Executive Session: City Manager Evaluation
  - \* PUBLIC HEARING: 2025 SW 45th St. Annexation (ANN-2020-01/ZDC-2020-01) (Tentative)

- ❖ **Work Session, Thursday, October 22, 4:00 pm**
  - *Parking Audit - Management of the Parking System Outside of Downtown (Public Works)*
  - *Emergency Operation Plan Review (Fire Department)*
  - *Planning Commissioner interviews*

October 2020						
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- ❖ **Regular Meeting, Monday, November 2, 6:00 pm**
  - \* Executive Session: City Manager Evaluation, continued
  - \* Fire Department Year in Review Update (Fire Department)
  - \* Planning Commissioner selection

❖ Work Session, Thursday, November 5, 4:00 pm  
 ➤

❖ **Regular Meeting, Monday, November 16, 6:00 pm**  
 \*

❖ Work Session, Thursday, November 19, 4:00 pm  
 ➤ *Parking Audit - Parking Technologies (Public Works)*

**November 2020**

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15	16	17	18	19	20	21
22	23	24	25	<del>26</del>	<del>27</del>	28
29	30					

\* Nov 11 = Veterans Day holiday

\* Nov 26, 27 = Thanksgiving holiday

**PENDING ITEMS:**

- \* Charter Amendment Next Steps
- \* Council/Planning Commission joint meeting re: HB 2001
- \* Council Policy Review
- \* Discussion of amending Municipal Code Section 2.08.160.3 System Development Charge Credits