COMMUNITY ENGAGEMENT WEBINAR

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Jennifer L. Hurley, AICP, CNU-A, NJPP

February 20, 2013

New Jersey Institute of Technology
Technical Assistance to Brownfields Communities
(NJIT TAB)
973-642-4165 (HotLINE)
Course Outline

- Logistics
- NJIT TAB Overview
- Community Engagement
  - Q&A

Technical Assistance for Brownfields TAB@NJIT.EDU
Logistics

- We have put all callers on mute
- Please submit questions using the chat window
- Webinar is scheduled for 1 hour
  - Web room will remain open at the end of the hour to answer questions
- The webinar will be recorded and will be posted on our website [www.njit.edu/tab](http://www.njit.edu/tab)
- Technical Difficulties – use chat function or call 973-642-4165

Technical Assistance for Brownfields [TAB@NJIT.EDU](mailto:TAB@NJIT.EDU)
What is TAB?

TAB is a technical assistance program, funded by the USEPA, which is intended to serve as an independent resource to communities and nonprofits attempting to cleanup and reclaim brownfields.

NJIT’s TAB program covers communities in EPA Regions 1 and 3.

Refer to EPA’s website for other regions:
http://epa.gov/brownfields/grant_info/tab.htm

Kansas State and CCLR

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Who Can Receive NJIT TAB Assistance?

- Communities, regional entities and nonprofits interested in brownfields

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What are NJIT TAB Services?

NJIT TAB can provide **free** assistance throughout the brownfield process, from getting started to staying on track to getting the job done.

All services must be **aimed at achieving Brownfields clean up and development** and be consistent with Region 1 and 3 programs.
Examples of NJIT TAB Services

- One-on-One Technical Assistance
- Review, Analysis, and Interpretation of Technical Reports
- Assistance with Procuring Consultants
  - Examples of RFPs
  - Consultant Selection Process
- Brownfields Workshops
- Webinars

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Accessing NJIT TAB Services

Call or Email:

NJIT TAB Hotline  973-642-4165  tab@njit.edu

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Sean Vroom  Svroom@njit.edu

Technical Assistance for Brownfields  TAB@NJIT.EDU
Meet the Instructor

• City planner with experience in neighborhood and downtown revitalization, regional planning, zoning reform, and traditional neighborhood development
• Over 15 years experience facilitating community engagement
• Training in mediation and group facilitation

Jennifer Hurley, AICP, NJPP, CNU-A
Hurley~Franks & Associates
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215-988-9440
Webinar Overview

- Purpose and Benefits of Community Engagement
- The Spectrum of “Involvement”
- Stakeholders – Who They Are and How to Find Them
- Q&A Break
- Engagement Formats
- Challenging Situations
- Q&A Wrap-Up
Community Engagement for Brownfields

Purpose and Benefits of Community Engagement
Why engage?

Fairness

Better Decisions

Lasting Decisions
Community Engagement for Brownfields

The Spectrum of “Involvement”
Types of Engagement

- future search
- public hearing
- citizen survey
- website
- newsletter
- appreciative inquiry
- hotline
- charrette
- study circle
- asset mapping
deliberative dialogue town hall
- open house
- radio spot
- online social networking
- world café
- press release
- workshop
- open space technology
- email newsletter
- stakeholder interview
- focus group
- asset mapping
Context and Purpose Drive Meeting Design

Understand the Complexity of the Situation . . .

less complex  more complex

. . . to Choose the Right Type of Public Engagement
Know your purpose.

- convey information
- generate ideas
- evaluate options
- make decisions
Design the engagement to fulfill your purpose.
What type of engagement do you need?

It depends!

- Type of Decision
- Stakeholder Characteristics
- Phase of the Project
- Desired Outcome
Type of Decision

- Routine
- Technical Decision: Known, accepted values
- Values-Based Decision: Values in conflict
- Controversial
**Stakeholder Characteristics**

<table>
<thead>
<tr>
<th>Known, easy to identify</th>
<th>Unknown, hard to identify</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small number</td>
<td>Large number</td>
</tr>
<tr>
<td>Homogenous</td>
<td>Diverse</td>
</tr>
<tr>
<td>Equal power and resources</td>
<td>Unbalanced power and resources</td>
</tr>
<tr>
<td>Important stakeholders have power</td>
<td>Important stakeholders outside power structure</td>
</tr>
</tbody>
</table>

**Stakeholder** = anyone who can influence the project
                 anyone who is affected by the project
**Decision Phase / Implementation Issues**

<table>
<thead>
<tr>
<th>Decision already made: Implementation Stage</th>
<th>Decision needs to be made: Goal Setting, Idea Generation, Selection of Alternatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single entity can implement</td>
<td>Implementation requires multi-party collaboration</td>
</tr>
<tr>
<td>People agree sponsor has right to act</td>
<td>Legitimacy of sponsor action is in question</td>
</tr>
<tr>
<td>Sponsor has legal authority to make decision</td>
<td>Sponsor needs others to take legal action</td>
</tr>
</tbody>
</table>
Framework of Engagement

One-way speech
- presentation
- newsletter
- marketing

Two-way conversation
- open house
- Q&A
- survey
- focus group

Multi-way collaborative dialogue
- deliberative dialogue
- activity workshops
- small group discussion
One-Way Speech

Purpose

- Inform
- Educate

Feedback loops: none

Examples:
- Presentation
- Public hearing
- Newsletter
- Static website
- Email newsletter
- Marketing
- Radio spot
- Press release
- Recorded hotline
- Board gallery with no staff
Two-Way Conversations

Purpose
- Answer questions
- Solicit feedback

Feedback loops: at least one

Examples:
- Presentation with Q&A
- Focus group
- Open house with staff
- Some Workshops
- Website with comments
- Citizen survey
- Stakeholder interviews
- Charrette?
Multi-Way Collaborative Dialogue

Purpose

- Develop collaborative action
- Generate ideas

Feedback loops: many

Examples:

- Charrette?
- World café
- Open space technology
- Future search
- Deliberative dialogue
- Social networking
- Asset mapping
- Some workshops
Community Engagement for Brownfields

Stakeholders

Who Are They?

How Do I Find Them?
Who’s a Stakeholder?

- Anyone who is **affected** by the project
- Anyone who can **impact** the project
  - People with decision-making authority
  - People with resources: money, information, time, relationships
  - People who influence others
Common Stakeholders

- People who live or work in the area
- Elected or appointed officials
- Government agencies
- Community organizations
- Volunteer organizations
- Advocacy organizations
- Businesses and business organizations
- Professional organizations
Targeting Your Outreach

Key stakeholders who need direct outreach: their lack of involvement could undermine your project

Members of general public who should have opportunity to engage, but don’t worry

Already on board: monitor to keep engaged

May need careful management
1. Identify all relevant stakeholders

2. Analyze the stakeholders

3. Target outreach to the kind of involvement different stakeholders need
How Do I Find My Stakeholders?
Connect with Existing Networks
Community Engagement for Brownfields

Q&A
Community Engagement for Brownfields

Engagement Formats
Don’t Bore the Humans!

- Limit the amount of presentation, especially in the beginning
- Design varied activities to achieve your goals
Activity Options

- Pair discussion
- Small group / table discussion – World Café
- Shout outs
- Dot voting
- Colored cards for sense of the meeting
- Idea Train
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Challenging Situations
Meeting Facilitation: Preventions

- **Preventions** = things to do to keep the meeting on track

- **Examples:**
  - Meeting planning
  - Meeting “start-ups”
  - Check agreement throughout
  - Next steps
  - Meeting evaluation (+/Δ)
Meeting Start-Ups

- Welcome by Official
- Shared Understandings – in Poster Form:
  - Meeting Purpose and Desired Outcomes
  - Agenda
  - Roles
  - Ground Rules
  - Parking Lot
Meeting Purpose and Desired Outcomes

Meeting Purpose:
- Explain the project, people and process
- Solicit a project vision from the public
- Provide information to the charrette team to make their job easier

Meeting Desired Outcomes:
- A shared understanding of the project purpose and process
- A set of neighborhood existing conditions maps
- A prioritized set of community vision elements
# Agenda

## Sample Public Kick-off Meeting Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00</td>
<td>Meeting Start-ups</td>
</tr>
<tr>
<td>7:10</td>
<td>Project description</td>
</tr>
<tr>
<td>7:20</td>
<td>Technical background</td>
</tr>
<tr>
<td>7:35</td>
<td>Clarification questions</td>
</tr>
<tr>
<td>7:45</td>
<td>Food for thought</td>
</tr>
<tr>
<td>8:00</td>
<td>Hands-on workshop</td>
</tr>
<tr>
<td>9:00</td>
<td>Report back</td>
</tr>
<tr>
<td>9:25</td>
<td>Next steps</td>
</tr>
<tr>
<td>9:30</td>
<td>Adjourn</td>
</tr>
</tbody>
</table>
Ground Rules

- Present draft set
- Ask for changes or additions
- Ask for permission to be the “traffic cop/ground rule enforcer”
Ground Rules

Example Ground Rules:

☐ Start and end on time.
☐ Stay on topic.
☐ Listen . . . don’t interrupt.
☐ Speak up . . . everyone contributes.
☐ It’s ok to disagree . . . respectfully.
☐ Focus on issues, not personalities (use for volatile situations)
☐ Silence your cell phones
☐ Talk with your pen (for workshops)
The Parking Lot / Commons / Bike Rack

- Use flip chart
- “Park” off-topic ideas
- Resolve or decide how to defer before end of meeting
Meeting Management: Grandstanding

- Set up the meeting activities to avoid grandstanding – no open mic!
- Ask people to summarize their points in a few sentences.
- Refer to ground rules and group memory.
Meeting Management: Planned Disruptions

- **Prevent** – reach out to “trouble makers” early
- **Design** – your meeting to limit disruption
- **Trust** – the group has the power
Meeting Management: Open Mic

If you MUST have an open mic:

- Hold onto the mic – never let go!
- Use the “Oprah” technique - walk the crowd wearing a Lavaliere mic, use a hand-held microphone
- Have technicians who can cut off the mic

Never, under any circumstances, have people line up behind an open microphone
Meeting Management: Difficult People

- Escalating levels of intervention
  1. Focus your attention elsewhere
  2. Confront during a break (preferred)
  3. Confront before the group
    - make eye contact (like Larry Bird)
    - move closer to the person
    - ask for their point in one sentence
    - refer to the ground rules
    - defer to group
- Have staff sit next to the usual suspects
Meeting Management: Wrap-Up

- THANKS!
- Compare completed work with desired outcomes
- Check that “parking lot” items have been addressed by actions
- Explain how input will be used
- Announce next steps/actions
- Remind people of future opportunities to participate
- Evaluation (+/Δ)
Q&A Wrap-Up

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