

COMMUNITY ENGAGEMENT WEBINAR

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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

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
- Technical Difficulties – use chat function or call 973-642-4165

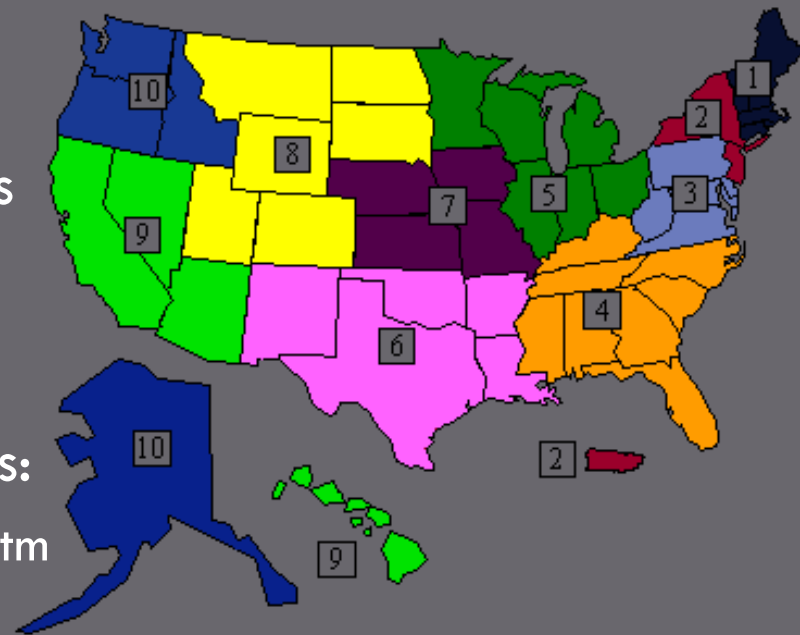
What is TAB?

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



Who Can Receive NJIT TAB Assistance?

- ✓ Communities, regional entities and nonprofits interested in brownfields



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.



Technical Assistance for Brownfields TAB@NJIT.EDU

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

Accessing NJIT TAB Services

Call or Email:

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

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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



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Webinar Overview

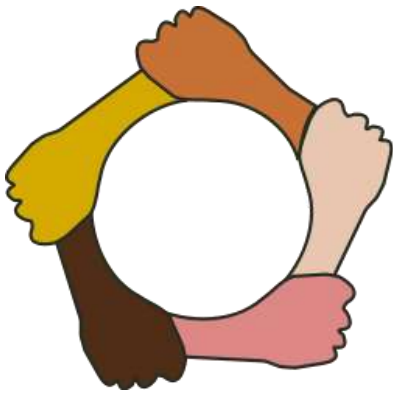
- ❑ Purpose and Benefits of Community Engagement
- ❑ The Spectrum of “Involvement”
- ❑ Stakeholders – Who They Are and How to Find Them
- ❑ Q&A Break
- ❑ Engagement Formats
- ❑ Challenging Situations
- ❑ Q&A Wrap-Up

Community Engagement for Brownfields

Purpose and Benefits of Community Engagement

Why engage?

Fairness



Better Decisions



Lasting Decisions







JOES 8
800 UTC
September 2, 1994
Red: Visible
Green: Visible

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
email newsletter
open space technology
asset mapping
focus group
stakeholder interview

Context and Purpose Drive Meeting Design

Understand the Complexity of the Situation . . .



. . . to Choose the Right Type of Public Engagement

Know your purpose.

convey information

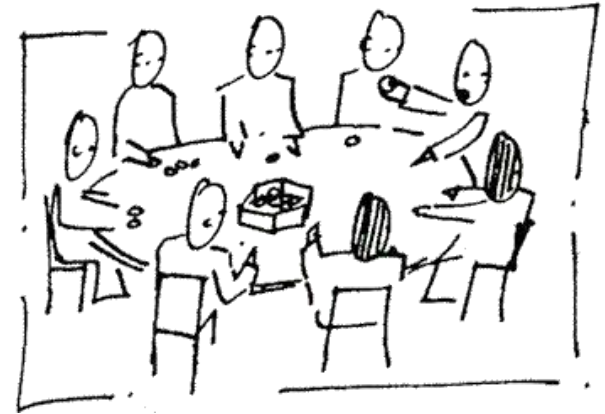
generate ideas

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



Stakeholder Characteristics

Known, easy to identify	←→	Unkown, hard to identify
Small number	←→	Large number
Homogenous	←→	Diverse
Equal power and resources	←→	Unbalanced power and resources
Important stakeholders have power	←→	Important stakeholders outside power structure

Stakeholder = anyone who can influence the project
anyone who is affected by the project

Decision Phase / Implementation Issues

Decision already made: Implementation Stage	↔	Decision needs to be made: Goal Setting, Idea Generation, Selection of Alternatives
Single entity can implement	↔	Implementation requires multi-party collaboration
People agree sponsor has right to act	↔	Legitimacy of sponsor action is in question
Sponsor has legal authority to make decision	↔	Sponsor needs others to take legal action

Framework of Engagement

One-way
speech



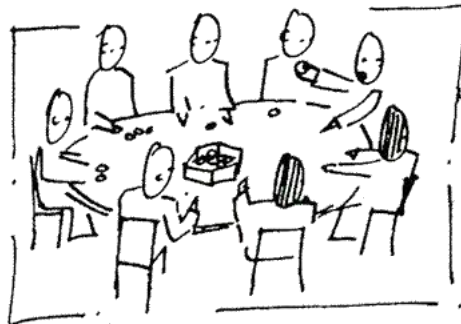
presentation
newsletter
marketing

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

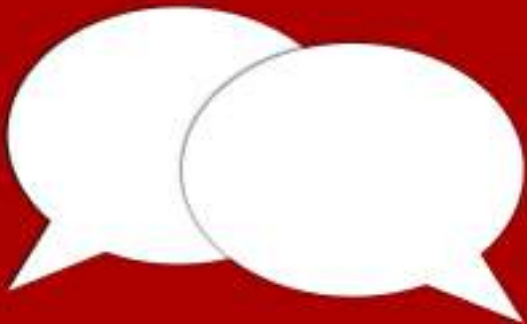
Purpose

- 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?

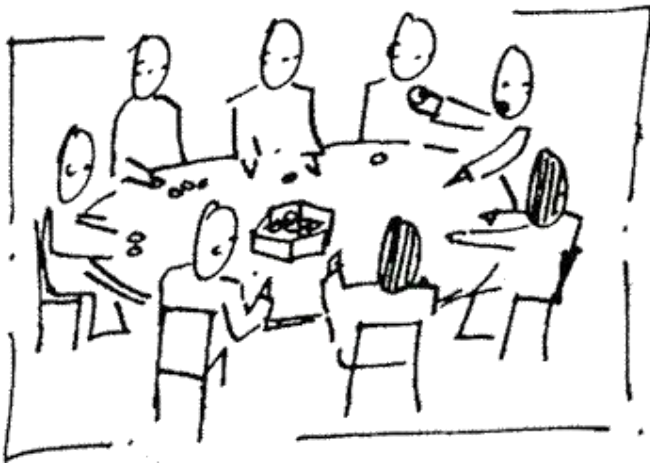


Multi-Way Collaborative Dialogue

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

Very Important
/ Not Engaged

Very Important
/ Already Engaged

Already on board: monitor to keep engaged

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

Less Important
/ Not Engaged

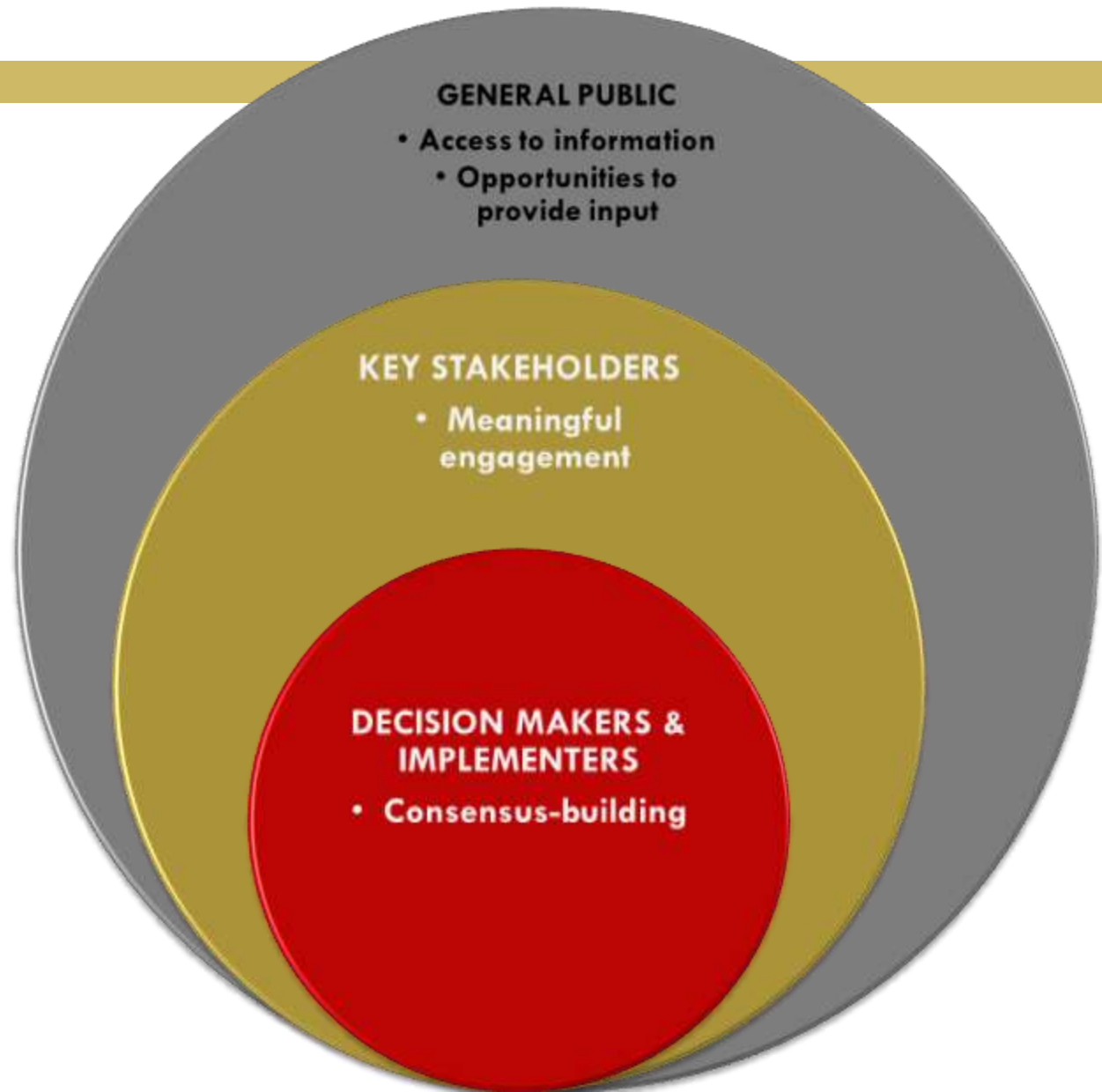
Less Important
/ Already Engaged

May need careful management

1. Identify all relevant stakeholders

2. Analyze the stakeholders

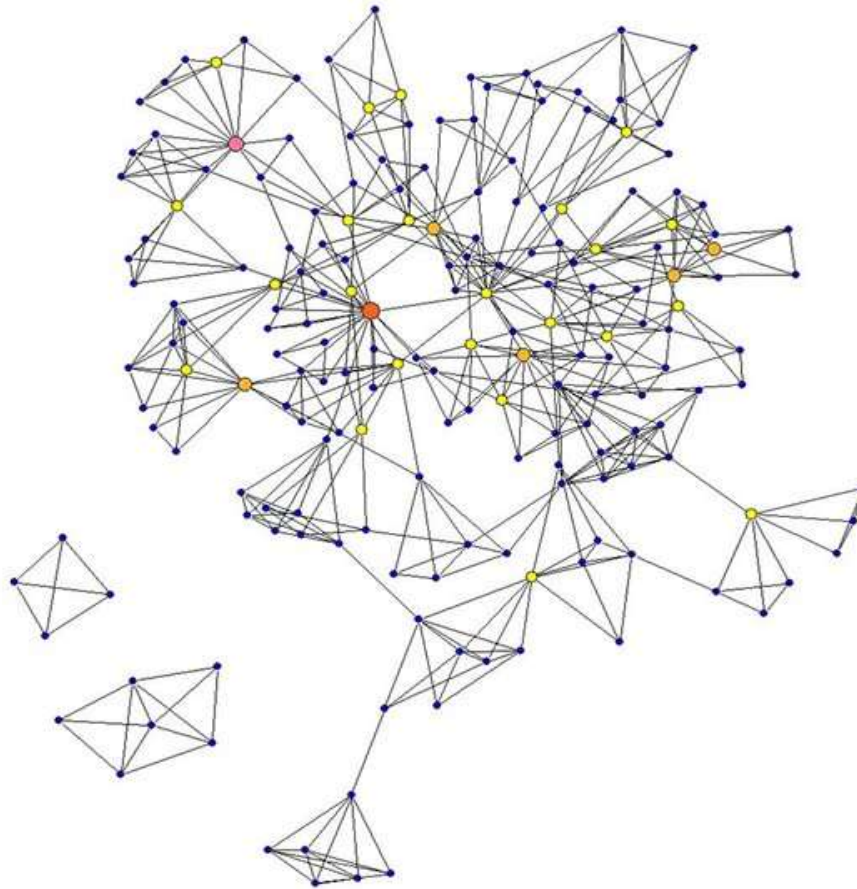
3. Target outreach to the kind of involvement different stakeholders need



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

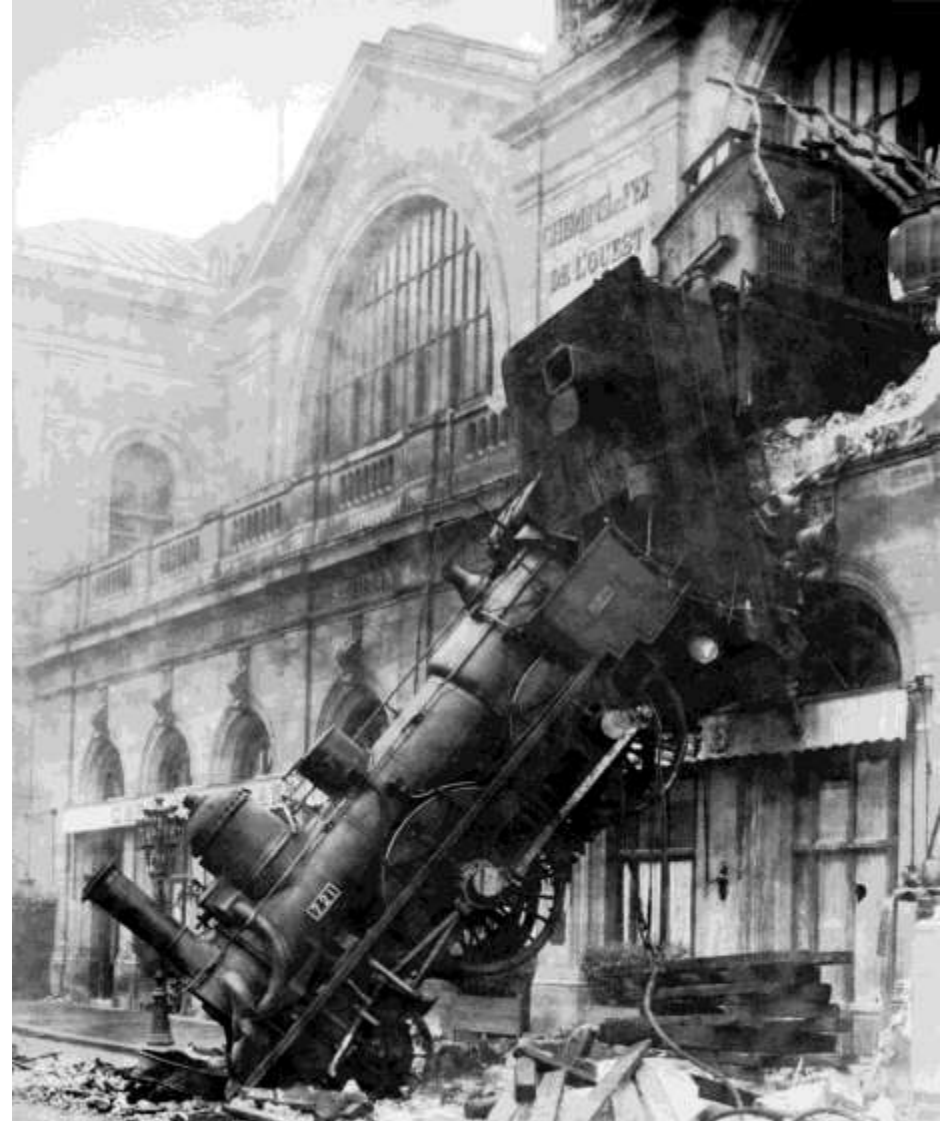
Community Engagement for Brownfields

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

7:00	Meeting Start-ups
7:10	Project description
7:20	Technical background
7:35	Clarification questions
7:45	Food for thought
8:00	Hands-on workshop
9:00	Report back
9:25	Next steps
9:30	Adjourn

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

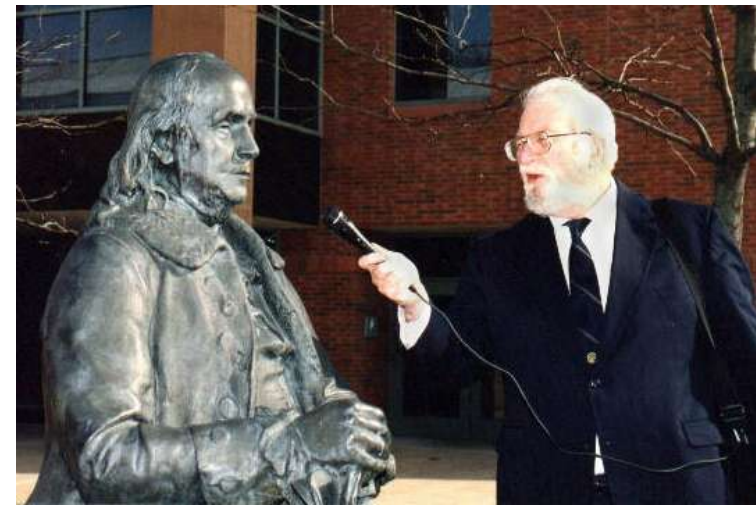


Meeting Management: Open Mic

If you *MUST* have an open mic:

- ❑ Hold onto the mic – never let go!
- ❑ Use the “Oprah” technique - walk the crowd wearing a Lavalier 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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