

Form "B"

Techniques' other PROs & CONs

CP Objectives

CP Techniques

CP Technique Number . . .	\$ Costs . . . Expensive: (-) . . . Cheap: (+)	Time Demanding . . . Calendar Time	Other Costs	Risk	Difficulty	Flexibility & Adaptability	Creation of Record	Limitations of Written Communications	Limitations of Meetings	CP Technique Number . . .	CP Objectives
PRO or CON entry for you	1A	/	/	/	/	/	/	/	/	1A	Working Meeting
PRO or CON entry for your PAIs	1B	/	/	/	/	/	/	/	/	1B	"Open" Meeting
CON (i.e. draw-back, . . . undesirable feature) for you	1C	/	/	/	/	/	/	/	/	1C	Forum
CON (i.e. draw-back, . . . undesirable feature) for your PAIs	1D	/	/	/	/	/	/	/	/	1D	Public Mass Meeting
PRO (i.e. advantage, . . . i.e. desirable feature) for you	1E	/	/	/	/	/	/	/	/	1E	Public Hearing
PRO (i.e. advantage, . . . i.e. desirable feature) for your PAIs	1F	/	/	/	/	/	/	/	/	1F	Open House
	1G	/	/	/	/	/	/	/	/	1G	Town Meeting
	1H	/	/	/	/	/	/	/	/	1H	Samoan Circle
	1I	/	/	/	/	/	/	/	/	1I	
This CP Technique is a very strong tool for achieving this CP Objective	1J	/	/	/	/	/	/	/	/	1J	
This CP Technique is quite good for this (. . . above) CP Objective	2A	/	/	/	/	/	/	/	/	2A	Popularity-Type Advice-Giving Advisory Committee
This CP Technique can help	2B	/	/	/	/	/	/	/	/	2B	Content-Type Advice-Giving Advisory Committee
This CP Technique might help a little, . . . but don't expect a lot	2C	/	/	/	/	/	/	/	/	2C	Blue Ribbon Panel
Forget it; this CP Technique does not contribute to the above Objective	2D	/	/	/	/	/	/	/	/	2D	Watch-Dog Advisory Committee
This CP Technique is counter-productive for the above CP Objective	2E	/	/	/	/	/	/	/	/	2E	Constituency-Building Advisory Committee
	2F	/	/	/	/	/	/	/	/	2F	Consensus-Building Advisory Committee
	2G	/	/	/	/	/	/	/	/	2G	Referee / Third Party / Negotiating Advisory Committee
	2H	/	/	/	/	/	/	/	/	2H	"Gofers" Advisory Committee
	2I	/	/	/	/	/	/	/	/	2I	"Foxes" Advisory Committee
	2J	/	/	/	/	/	/	/	/	2J	"Beavers" Advisory Committee
	2K	/	/	/	/	/	/	/	/	2K	
	2L	/	/	/	/	/	/	/	/	2L	
	2M	/	/	/	/	/	/	/	/	2M	
IPMP: Institute for Participatory Management & Planning	2N	/	/	/	/	/	/	/	/	2N	
PO Box 1937, Monterey, CA 93942-1937	3	/	/	/	/	/	/	/	/	3	Nominal Group Workshop
Tel.: 831-373-4292 FAX: 831-373-0760	4A	/	/	/	/	/	/	/	/	4A	Producing & Releasing Materials to PAIs & the Media
E-Mail: ipmp@aol.com	4B	/	/	/	/	/	/	/	/	4B	
Visit us on our Web-Site www.ipmp-bleiker.com for the most up-to-date information.	5	/	/	/	/	/	/	/	/	5	Project or Agency Newsletter
	6	/	/	/	/	/	/	/	/	6	"Napoleon's Idiot"
	7	/	/	/	/	/	/	/	/	7	Educating the PAIs about your PS/DM Processes
	8	/	/	/	/	/	/	/	/	8	Mapping Socio-political & Environmental Data
	9A	/	/	/	/	/	/	/	/	9A	Presenting the public the Full Range of Options
	9B	/	/	/	/	/	/	/	/	9B	Fish-Bowl Planning
	10	/	/	/	/	/	/	/	/	10	Illustrating the Final Form of a Solution in Layman's Terms
	11	/	/	/	/	/	/	/	/	11	Dealing with the Public in the Agency Offices
	12	/	/	/	/	/	/	/	/	12	Ombudsman
	13	/	/	/	/	/	/	/	/	13	Facilitating Internal Communication
	14	/	/	/	/	/	/	/	/	14	Gaming and Role-Playing
	15A	/	/	/	/	/	/	/	/	15A	Store-Front "Drop-In" Center
	15B	/	/	/	/	/	/	/	/	15B	Temporary Field Office
	15C	/	/	/	/	/	/	/	/	15C	Mobile Office
	15D	/	/	/	/	/	/	/	/	15D	
	16A	/	/	/	/	/	/	/	/	16A	Use Existing: Clubs; Civic Groups; Other Organizations
	16B	/	/	/	/	/	/	/	/	16B	Use Existing: Newsletters; Other Publications; Media, Etc.
	16C	/	/	/	/	/	/	/	/	16C	Use Existing: School Systems; other Institutions
	16D	/	/	/	/	/	/	/	/	16D	Use Existing: Parallel Problem-Solving Efforts
	17	/	/	/	/	/	/	/	/	17	Open a Channel with each PAI
	18	/	/	/	/	/	/	/	/	18	Monitor the Media, & other Non-Reactive Research
	19	/	/	/	/	/	/	/	/	19	Collect Data; Do a Survey
	20	/	/	/	/	/	/	/	/	20	Examine PAIs' Past Actions
	21A	/	/	/	/	/	/	/	/	21A	Experience Empathy
	21B	/	/	/	/	/	/	/	/	21B	
	22A	/	/	/	/	/	/	/	/	22A	Be a "Participant Observer"
	22B	/	/	/	/	/	/	/	/	22B	Create and Use a "Focus Group"
	22C	/	/	/	/	/	/	/	/	22C	
	23	/	/	/	/	/	/	/	/	23	Employ Local PAIs on the Project
	24A	/	/	/	/	/	/	/	/	24A	Monitor new Developments in Other Systems
	24B	/	/	/	/	/	/	/	/	24B	
	25	/	/	/	/	/	/	/	/	25	Conduct a Background Study
	26	/	/	/	/	/	/	/	/	26	Hire an Advocate, or "Intervenor", for One or several PAIs
	27	/	/	/	/	/	/	/	/	27	Look for Analogies
	28	/	/	/	/	/	/	/	/	28	Develop a "Catalogue of Potential Solutions"
	29A	/	/	/	/	/	/	/	/	29A	"Charrette"
	29B	/	/	/	/	/	/	/	/	29B	Brainstorming Session
	29C	/	/	/	/	/	/	/	/	29C	
	30	/	/	/	/	/	/	/	/	30	Conflict Mediation
	31	/	/	/	/	/	/	/	/	31	"Good Samaritan"
	32	/	/	/	/	/	/	/	/	32	Monitoring the Actual Impacts of your Project
	33A	/	/	/	/	/	/	/	/	33A	"Delphi" Crystal Ball
	33B	/	/	/	/	/	/	/	/	33B	"Delphi" Public Survey
	33C	/	/	/	/	/	/	/	/	33C	"Delphi" Intelligence Gathering
	34A	/	/	/	/	/	/	/	/	34A	Lost Letter
	34B	/	/	/	/	/	/	/	/	34B	
	35A	/	/	/	/	/	/	/	/	35A	Hot Line / 800#
	35B	/	/	/	/	/	/	/	/	35B	
	35C	/	/	/	/	/	/	/	/	35C	
	35D	/	/	/	/	/	/	/	/	35D	
	36A	/	/	/	/	/	/	/	/	36A	Poster Campaign
	36B	/	/	/	/	/	/	/	/	36B	
	37A	/	/	/	/	/	/	/	/	37A	Responsiveness Summary / Listening Log
	37B	/	/	/	/	/	/	/	/	37B	
	37C	/	/	/	/	/	/	/	/	37C	
	38A	/	/	/	/	/	/	/	/	38A	Using the Telephone, the FAX Machine, and E-Mail
	38B	/	/	/	/	/	/	/	/	38B	Creating and Maintaining an Electronic Bulletin Board
	38C	/	/	/	/	/	/	/	/	38C	Creating, and Using, your own Web-Site on the Internet
	38D	/	/	/	/	/	/	/	/	38D	Making the most of other people's Web-Site

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: CP Objective # 1 Establish the Legitimacy of your Agency and your Project			A 1
Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 1	CP Techniques / Tools (Your CP Actions)	
1..	Has the Null-Alternative been successfully articulated in simple, concise, understandable terms?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
2..	If "Yes", does the Null-Alternative constitute a grabbing problem statement?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
3..	Do the PAIs understand the Null-Alternative?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
4..	Do the PAIs appreciate the seriousness of the Null-Alternative's consequences?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
5..	Are there PAIs who feel that the problem you are addressing: a.. should not be addressed at all? b.. should be addressed, . . . but not by your agency?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			<input type="checkbox"/>
6..	In your opinion, do you have the proper statutory powers to do what you're doing?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
7..	If "Yes", do all of the PAIs understand this fact?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
8..	Are there some PAIs who feel that you -- and/or your organization -- should not do what you're doing?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			<input type="checkbox"/>
9..	Do all PAIs understand that your project will enhance or protect at least some people's quality of life?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
10..	Will it -- in fact -- enhance or protect at least some people's quality of life?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
11..	Is your organization's mandate -- statutory, administrative, fiscal, "gut-level", etc. . . . -- to work on the problem as clear, and as strong, as is feasible?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
12..	Do all PAIs have a sufficient grasp of your mandate?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
13..	In your judgment, is it completely proper and legitimate for your agency to have the powers and responsibilities that it has relative to this project?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
14..	Do all of the PAIs feel that it is completely proper and legitimate for your agency to have the powers and responsibilities that it has? . . . Not only relative to this project, but relative to all your agency's powers and responsibilities?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
15..	Do you have a thorough understanding of your agency's history?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
16..	Do all of the PAIs have a reasonable grasp of the agency's history?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
17..	Does your agency have responsibilities that it is not fulfilling?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			<input type="checkbox"/>
18..	Do any of the PAIs feel that your agency is not fulfilling some of its responsibilities?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			<input type="checkbox"/>
19..	Do all of the PAIs understand the project's history?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
20..	Do you? . . .	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
21..	Do all of the PAIs feel that your agency is completely legitimate?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
22..	Do you? . . .	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
23..	If your agency has a mandate to work on problems besides this one: a.. Is your agency working sufficiently hard on those problems that -- in your opinion -- are more important than this one? b.. Do your PAIs feel that you are giving sufficient attention to those of your responsibilities that -- they feel -- are of a higher priority than this one?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
24..	Have any of your PAIs been infected by the anti-government feelings that -- in several parts of the country -- have led to severe tax-limiting state constitutional amendments?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			<input type="checkbox"/>

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: CP Objective # 2 Maintain the Legitimacy of Your Agency and Your Project			A 2
Our Questions	Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 2	CP Techniques / Tools (Your CP Actions)		
1.. Are your agency and your project auto-matically in the public's eye? . . . without you making a special effort?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
2.. Is the problem that you're trying to solve in the public's eye in such a way that:					
a.. All the PAIs will automatically be reminded of the problem's seriousness?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
b.. All the interests who newly come on the scene will automatically realize what you're doing, and why you're doing it?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
3.. Will all PAIs continue to consider the problem you're working on to be as important as it is:					
a.. even if you make no special effort to keep the problem before their eyes?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
b.. even if the problem is of a nature -- or is reduced to a point -- where it is not a "crisis" . . . and does not make dramatic headlines?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
c.. even after enough time has elapsed where many of the PAIs will be represented by different people from those who represented them initially?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
4.. Will the public -- including the old and the new PAIs in It -- automatically continue to support your gut-level mandate to work on the problem in question?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
5.. Will new members of the public, and new representatives of the various interests, including elected officials, continue to accept your whole agency's legitimacy -- even if you make no overt effort to maintain that legitimacy?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
6.. Do you -- as part of routine project management -- constantly check and re-check the legitimacy of :					
a.. your statutory mandate?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
b.. your administrative mandate?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
c.. your fiscal mandate?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
d.. your public "gut-level" mandate?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
7.. If "Yes", . . . to any of the above (a - d) questions, . . . do you always -- on a continuing basis -- share your conclusions with your PAIs?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: CP Objective # 3 Establish the Legitimacy of Your Processes			A 3
Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 3	CP Techniques / Tools (Your CP Actions)	
1..	Do you have a clearly documented, explicit, . . . diagrammed, . . . etc. . . . Problem-Solving and Decision-Making (PS/DM) process?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
2..	If yes: a.. Do you actually follow that process? b.. Is that documentation in a form where your PS/DM process -- as documented -- is readily understood by lay people?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
3..	Do your top-level managers understand the VETO phenomenon -- and what it can do to their over-all effectiveness? . . . Their ability to accomplish their mission?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
4..	Do your technical experts understand their work's vulnerability to the VETO phenomenon?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
5..	In your judgment, . . . does your agency really appreciate that -- in the long run -- only those solutions get implemented, . . . and stay implemented, that the PAIs consent to? . . . ie. That your agency is only as effective as it is persuasive?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
6..	Is this project's PS/DM process geared to not only develop sound technical solutions, . . . but to also develop Informed Consent?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
7..	Do the PAIs have an adequate grasp of where, . . . when, . . . and how . . . they all fit into the project's PS/DM process?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
8..	Do you have a really clear understanding of where, . . . when, . . . and how . . . they all fit into this project's PS/DM process?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
9..	Do all the PAIs feel that their role in this project's PS/DM process is fair and proper?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
10..	Do you feel that their various roles are fair and proper?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
11..	Do some of your PAIs have serious misunderstandings about this project's PS/DM process?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes			
12..	Those PAIs who do -- or will -- understand this project's PS/DM process, do -- or will -- they feel that it is the appropriate process?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
13..	Are there any serious misunderstandings about the scope, . . . the limitations, . . . the constraints, . . . etc. . . . of this project?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes			
14..	Do you have a clear understanding of where in the PS/DM process the project currently is?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
15..	Do all the PAIs have an adequate grasp of where in the PS/DM process the project right now is?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
16..	Is your own understanding of this project's PS/DM process good enough, where you can make it plain to lay people?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
17..	If "Yes", are you doing this on an on-going, continuing basis with your various PAIs?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
18..	If "Yes" again, . . . is it working?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
19..	Do you feel good about this project's PS/DM process? . . . Do you feel it is the best feasible process?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
20..	Do all the PAIs -- including the political Decision-Makers -- understand the history of this project . . . and the resulting sequence of decisions . . . sufficiently?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
21..	Can you think of some PAIs who just don't feel right about your PS/DM process?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes			

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: CP Objective # 4 Maintain the Legitimacy of Your Processes			A 4
Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 4	CP Techniques / Tools (Your CP Actions)	
1..	Does this project's PS/DM process stretch over a long enough period of time where:				
	a.. Important facts relative to this project will change?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
	b.. Some PAIs' priorities , . . . concerns , . . . values . . . might change ?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
	c.. Some people's perceptions are likely to change significantly?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
	d.. People will forget what you're doing , . . . why , . . . and how you are doing it ?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
	e.. Fresh people -- people who previously were not involved -- join the process?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
2..	If "Yes" to any of the above questions:				
	a.. Does your PS/DM process provide for making, and incorporating, changes that are necessary from time to time?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
	b.. Does your team consciously try to identify, and make, such needed changes before they are demanded by PAIs?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
3..	Does past history on your type of project -- and your type of agency -- show:				
	a.. PAIs are generally satisfied with the roles they play in the process?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
	b.. Project decisions -- once formally made -- tend to stick? . . . ie. They don't get appealed and reversed?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
	c.. One can count on formally adopted plans to get implemented ?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
	d.. Plans that are implemented actually work? ie. . . . They really do solve the problems they were supposed to solve?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
4..	Will the people who will join the process at some future time automatically "buy" the legitimacy of your PS/DM process?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
5..	Can you think of specific aspects of this project's DM process that are bound to be questioned?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
6..	Do some PAIs have serious doubts about:				
	a.. the competence of any and all government?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
	b.. the competence of your type of agency ?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
	c.. the legitimacy and / or competence of the professions involved in this project ?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
	d.. the legitimacy and / or competence of your project team ?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
7..	Does recent history of your kind of project show:				
	a.. Informed Consent tends to result as the natural by-product of technical analysis?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
	b.. Informed Consent may be harder to get in the future than it has been in the past?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
	c.. The public's trust toward government -- or lack of it -- appears to be getting worse ?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			
8..	Is your PS/DM process designed to deal with . . . and counter . . . the problems you have identified above?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
9..	Do you -- as part of routine project management -- constantly look out for:				
	a.. Changes that are taking place in society's concepts of fairness . . . and that might be relevant to solving fairness problems of your PS/DM process?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
	b.. Process-related issues the public is debating -- both good and bad situations -- that you can learn from, . . . and whose lessons you can use to improve your PS/DM process?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
	c.. Process-related lessons observable in other fields ; . . . ie. lessons about what constitutes fairness , what PAIs' relevant rights and liberties are . . . how responsibilities put limits on these rights and freedoms, . . . how our society deals with conflicts in these values , . . . etc.,	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: CP Objective # 5 Establish and Maintain the Legitimacy of Assumptions and Earlier Decisions			A 5
Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 5	CP Techniques / Tools (Your CP Actions)	
1..	Do you fully understand:	Yes			
	a.. Why your agency is working on this project?	No			
	b.. What the history of decision-points has been, to date, on this project?	Yes			
		No			
	c.. Why you're doing what you're doing?	Yes			
		No			
2..	Do all of the PAIs have a reasonable grasp of:	Yes			
	a.. Why your agency is working on this problem?	No			
	b.. What the history of decision-points has been, to date, on this project?	Yes			
		No			
	c.. Why you're doing what you're doing?	Yes			
		No			
3..	Are you intimately familiar with your project's history of decisions to date?	Yes			
		No			
4..	Are the PAIs sufficiently familiar with that history?	Yes			
		No			
5..	Is the history of your project's decision-points to date spelled out in a concise, easy-to-understand write-up?	Yes			
		No			
6..	Are all of the major assumptions that are built into your project spelled out in a succinct, . . . easy-to-understand . . . write-up?	Yes			
		No			
7..	Do the professionals on your team fully understand each of the major assumptions and earlier decisions that are built into this project?	Yes			
		No			
8..	Do the political decision-makers , whom you'll ultimately have to persuade, fully understand each of the major assumptions and earlier decisions that are built into this project?	Yes			
		No			
9..	Do the various other PAIs have a sufficient grasp of all the major assumptions and earlier decisions that are at the root of this project?	Yes			
		No			
10..	Do they -- or will they -- accept those assumptions and earlier decisions as valid?	Yes			
		No			
11..	Do all those assumptions and earlier decisions still make good sense today? . . . Can you defend them in front of opponents?	Yes			
		No			
12..	Have you formally re-examined all past and current project-related assumptions and earlier decisions within the last 12 months?	Yes			
		No			
13..	If "Yes", have the PAIs been party to that re-examination?	Yes			
		No			
14..	Have you taken whatever corrective action is warranted by your re-examination?	Yes			
		No			
15..	Are your PAIs' positions based on assumptions that are different from yours?	No			
		Yes			
16..	Do you truly feel that it would be irresponsible if your agency did not do what it is doing on this project?	Yes			
		No			
17..	Can you think of PAIs who don't see it that way?	No			
		Yes			
18..	If "Yes", do they see it differently because:	No			
	a.. They have some misperceptions?	Yes			
	b.. You failed to bring them along , when you made some of those -- perfectly valid -- earlier decisions and assumptions?	No			
		Yes			
19..	Can you think of PAIs who do not understand that your current work is proceeding on the basis of the most current, . . . most valid information, . . . and the most prudent assumptions?	No			
		Yes			
20..	Are there issues that opponents have raised -- or will raise -- issues that you wish they would not bring up because, you feel, you are on a weak footing with your answers?	No			
		Yes			
21..	Do you use a routine procedure to examine project-related assumptions and earlier decisions?	Yes			
		No			
22..	In light of current knowledge, . . . current values, . . . current priorities, . . . does this project still make good sense?	Yes			
		No			
23..	To the degree that there are assumptions and earlier decisions that are shaky, . . . are you personally doing all you can , to get those shaky assumptions and or decisions shaped up?	Yes			
		No			
24..	To the degree that there are important assumptions and earlier decisions that your publics or your political decision-makers still have not grasped , . . . are you personally doing everything that you can, . . . to make sure they'll "get it"?	Yes			
		No			

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: <h2 style="text-align: center;">CP Objective # 6</h2> Get to Know All your Potentially Affected Interests			A 6
Our Questions	Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 6	CP Techniques / Tools (Your CP Actions)		
1.. Do you have a reasonably exhaustive list of:					
a.. all the interests who will be directly affected by your project?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
b.. all the interests who will be indirectly affected by your project? . . . including: secondary, . . . tertiary, . . . effects?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
c.. all the interests who -- in fact -- will not be affected; . . . but, who think they will be affected?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
d.. the interests who -- for some other reason -- may want to . . . or need to . . . get involved?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
2.. Do you know each of these interests well enough?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
3.. Do you have direct contact with:					
a.. those PAIs who are generally difficult to understand?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
b.. those PAIs who have values that are significantly different from yours, and/or the values of other members on your team?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
c.. those PAIs who differ culturally from you?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
d.. those PAIs who differ in any other major way from you? . . . eg. in ethnicity, . . . in religion, . . . in political philosophy, etc. . . . ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
e.. those PAIs who will experience significant negative impacts from your project?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
f.. those PAIs who are likely to be opposed for some other reason? . . . For some reason other than negative impacts?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
g.. those PAIs who don't -- but should -- attend public meetings?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
h.. those PAIs who attend meetings, but who never speak up? . . . and should speak up?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
i.. those PAIs who just don't get involved -- . . . but should . . . ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
4.. Do you have a good understanding of your PAIs' values?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
5.. Do you know the whole relevant community well enough to be reasonably confident that you are not overlooking some PAI?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
6.. Do you -- for the current status of the project -- have a sufficiently firm handle on:	<input type="checkbox"/> Yes <input type="checkbox"/> No				
a.. Who are this project's PAIs?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
b.. What makes each one of them tick? . . . ie. . . . What are they thinking?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
c.. How will you and your project be affecting each of them?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
d.. What are the key issues that each one of them is -- or ought to be -- interested in?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
7.. Do all of the PAIs realize that you are trying to understand them , . . . their needs, . . . their fears, . . . their values, . . . and concerns?	<input type="checkbox"/> Yes <input type="checkbox"/> No				

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: <h2 style="text-align: center;">CP Objective # 7</h2> <h3 style="text-align: center;">Get to See the Project Through Their Eyes</h3>			A 7
Our Questions	Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 7	CP Techniques / Tools (Your CP Actions)		
1.. Do you have a good understanding of each PAI's: a.. <i>likes</i> ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
b.. <i>dislikes</i> ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
c.. <i>hopes, dreams, and aspirations</i> ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
d.. <i>worries and fears</i> ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
e.. <i>biases and prejudices</i> ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
f.. <i>current major issues</i> ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
2.. Can you say with confidence that you know: a.. how each PAI perceives the problem you're working on?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
b.. how each PAI perceives the range of possible solutions -- or options -- that exist for solving the problem?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
c.. how each PAI perceives the costs , . . . the benefits , . . . and other impacts . . . associated with each of the alternatives? . . . including: long-term, . . . short-term; . . . direct, . . . indirect; . . . aggregate, . . . and discrete . . . ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
d.. how each PAI perceives the distribution of all these impacts? . . . And the fairness -- or unfairness -- of that distribution? . . .	<input type="checkbox"/> Yes <input type="checkbox"/> No				
e.. how each PAI perceives the Null-Alternative and its consequences?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
f.. what each PAI's perception is of all the circumstances that can bring about the Null-Alternative? . . . and its unavoidable consequences?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
3.. Do you know each PAI well enough, where you feel that you have a good understanding of: a.. how each PAI perceives you and your agency ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
b.. how each PAI perceives your mission? . . . your responsibility? . . . your mandate? . . . your resources and your resource limitations and constraints?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
c.. how the various PAIs perceive their roles -- and the roles of others -- in your PS/DM process?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
4.. Do you avail yourself of the opportunity to observe -- and to listen to -- your PAIs in a non-threatening, . . . informal setting ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
5.. Is your interaction with any of the PAIs limited to the kind of formal interaction like in: public hearings, . . . formal meetings, . . . surveys, . . . petitions, . . . dealing through attorneys, . . . appeals, . . . etc.?	<input type="checkbox"/> No <input type="checkbox"/> Yes				
6.. Do all of the PAIs realize, that you're making a real effort, to understand all of them? . . . their concerns? . . . their needs? . . . their views?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
7.. Are you?	<input type="checkbox"/> Yes <input type="checkbox"/> No				

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: CP Objective # 8 Identify All Potentially Relevant Problems			A 8
Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 8	CP Techniques / Tools (Your CP Actions)	
1..	Do the PAIs realize that you're doing all you can to minimize the hurt you are causing them -- short of compromising your mission?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
2..	Do you have a reasonably thorough understanding of each of the problems that your project will cause some PAIs?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
3..	Is it clear to all the PAIs that you are really, . . . really, . . . trying to understand all of the problems that you are creating for them?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
4..	Do you have a reasonably comprehensive "shopping list of problems" , including:				<input type="checkbox"/>
	a.. all the problems you and your project may be creating for someone?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
	b.. other problems that some of the PAIs may have? . . . Problems that are not necessarily caused by your project, . . . but that may nevertheless influence a PAI's reactions to your project?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
	c.. problems that your kind of problem has caused elsewhere? . . . or in the past?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
5..	If "Yes", have you written them up in a simple, . . . succinct, and understandable format, . . . so the average lay person can understand them?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
6..	Are you as thorough -- and as forthcoming -- in articulating the problems your project will create , . . . as you are in talking about the problems your project will solve? . . . ie. the Null-Alternative that will be averted?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
7..	Do all the PAIs have a reasonably accurate picture of:				<input type="checkbox"/>
	a.. the negative effects they -- themselves -- will experience?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
	b.. the negative effects your project will have on other PAIs? . . .	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
	c.. the scope, . . . the scale, . . . of these negative effects -- compared to the scale, of the Null-Alternative?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
8..	Are you making sure that with all your concerns about "problems" you will be causing, . . . the negative effects your project will have, . . . people will not lose sight of the big picture: ie. the Null-Alternative, and its consequences if it is not averted?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
9..	Are you ready to bet the farm that the actual impacts of your project will bring no nasty surprises to anyone? . . . OK, how about a month's salary?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: CP Objective # 9 Generate Solutions			A 9
Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 9	CP Techniques / Tools (Your CP Actions)	
1.	Have you done all you can -- short of compromising your mission: a.. to avoid creating problems for PAIs? b.. to minimize the effects of problems that your project is creating? c.. to ameliorate negative effects when at all possible? d.. to compensate for damage when that's possible?	Yes <input type="radio"/> No Yes <input type="radio"/> No Yes <input type="radio"/> No Yes <input type="radio"/> No			
2.	In listening to your PAIs, have you taken full advantage of the fact that PAIs invariably have some valuable ideas , . . . ideas that have the potential for contributing to break-through solutions?	Yes <input type="radio"/> No			
3.	Do all the PAIs realize: a.. that you need all the good ideas you can get from them? b.. that you welcome and appreciate constructive suggestions? c.. that you'll give serious consideration to any suggestion -- no matter what its source? d.. that you will -- on the other hand -- also drop any solution, . . . no matter what its source, . . . once it's clear that it's not a viable solution?	Yes <input type="radio"/> No Yes <input type="radio"/> No Yes <input type="radio"/> No Yes <input type="radio"/> No			
4.	For those impact-related problems that you are creating, and that you cannot get rid of: a.. Have you looked for other public or private entities, who can help solve them? b.. Have you identified who it is that could help? . . . which entities are in a position to help? c.. Are you doing what you can, to get them to help ?	Yes <input type="radio"/> No Yes <input type="radio"/> No Yes <input type="radio"/> No			
5.	Is your team aggressively beating the bushes to find any potentially useful substantive ideas . . . or solutions, . . . or partial solutions?	Yes <input type="radio"/> No			
6.	Does your team have a thorough understanding of how -- and why -- the various concepts, ideas, and "solutions" work? . . . or, are supposed to work? . . . and why others don't?	Yes <input type="radio"/> No			
7.	As your team goes about its work, . . . as it generates ideas, . . . and as it gets input, . . . does your team keep track of the all these ideas in a single, simple catalogue that includes: a.. all of the solutions , and partial solutions, some PAIs have bandied around ? b.. all of the potentially relevant solutions that have been used elsewhere on similar problems? c.. all of the solutions that -- although they were developed for different problems from the one you're working on -- are potentially relevant to your situation?	Yes <input type="radio"/> No Yes <input type="radio"/> No Yes <input type="radio"/> No			
8.	Does your team have an efficient, time-saving method to make sure the same wheel is not invented over and over? . . . eg. a catalogue of solutions potentially relevant to this project?	Yes <input type="radio"/> No			
9.	Do you have a reasonably comprehensive "shopping list of potential solutions" : a.. for each of the problems you are creating for the various PAIs? b.. for other problems that -- although they are not caused by your project -- may affect PAIs' reactions to your project? c.. for problems that -- although they are not your responsibility to solve -- your project has the potential to help solve ?	Yes <input type="radio"/> No Yes <input type="radio"/> No Yes <input type="radio"/> No			
10.	Do the PAIs realize that you will do everything within your powers . . . (without compromising your mission) . . . to: a.. to maximize the beneficial impacts of your project? b.. to minimize the harmful impacts ?	Yes <input type="radio"/> No Yes <input type="radio"/> No			

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: CP Objective # 12 Have Your Communications Received and Understood			A 12
Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 12	CP Techniques / Tools (Your CP Actions)	
1..	Can you think of PAIs who don't know why you're working on this project , . . . but who . . . in your judgment -- need to know ?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			<input type="checkbox"/>
2..	If "Yes": a.. Have you identified those PAIs? b.. Have you taken steps, so they shortly will know why you're working on this project? . . . even if they don't want to know?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
3..	Can you think of PAIs who don't know what consequences the Null-Alternative will have , . . . but who need to know ?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			<input type="checkbox"/>
4..	If "Yes": a.. Have you identified those PAIs? b.. Have you taken steps so they shortly will know what the consequences of the Null-Alternative will be? . . . even if they don't want to know?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
5..	Can you think of PAIs who don't understand one or more of the key issues ?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			<input type="checkbox"/>
6..	If "Yes": a.. Have you identified those PAIs . . . and those key issues ? b.. Have you taken steps so they shortly will understand those key issues? . . . whether they want to or not?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
7..	Is the public debate complicated by the fact that there are PAIs who are playing fast and loose with the truth , . . . or distorting the truth . . . or withholding information, . . . or claiming to have motives, priorities, and values that -- in fact -- they don't have . . . ?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes			<input type="checkbox"/>
8..	If "Yes": a.. Even though you are pretty sure that some people are playing fast and loose with the truth, . . . can you identify other PAIs who are in the dark about this not-so-nice behavior? b.. Are you taking steps to bring these PAIs out of the dark ?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
9..	Do you have a real good handle on: a.. What needs to be communicated? . . . ie. What's your point ? b.. To whom this information needs to be communicated? . . . ie. name these PAIs . . . c.. Which communications channels , . . . communications tools, . . . communications methods, . . . communications techniques . . . are best suited to get your specific point across to your target-PAIs?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
10..	When you have an important point that you have to get across to your major PAIs, . . . do you carefully select several communications channels? . . . channels that have complementary strengths and weaknesses?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
11..	Tell us, in all honesty(!), . . . how you and your team think of "Communication" on your project: a.. "Communicating" with the public means, . . . for the most part, . . . "Educating" the public about this project? b.. "Communicating" with the public means "Creating, . . . somehow, . . . a meaningful Two-Way Conversation about those issues that are key issues on this project"?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
12..	About the really important key issues, . . . the key points , . . . that you somehow have to get across to your major PAIs : a.. Do you articulate these issues in such a way, that they will get the people's -- including the media's -- attention ? . . . eg. Are you blunt? b.. Does your team explain these key issues in such a way, that your target PAIs actually will get the point ? c.. Do you respond with the kind of quick , . . . responsive timing . . . that is necessary for your team to be an effective party in a meaningful two-way conversation with your PAIs? . . . ie. with your publics?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
13..	Are you making good use of that time-saving, . . . effort-saving, . . . bovine-excrement-detecting, . . . money-saving, . . . communications clean-up technique called "Napoleon's Idiot"?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>
14..	Have you recently examined the channels you use for out-communication, to make sure: a.. You're not wasting money? . . . or time ? b.. You're really reaching the PAIs you need to reach?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			<input type="checkbox"/>

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: CP Objective # 10 Articulate and Clarify the Key Issues			A 10
Our Questions	Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 10	CP Techniques / Tools (Your CP Actions)		
1.. Do all PAIs have an adequate grasp of the impacts associated with each alternative solution?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
2.. Do all PAIs understand what the key issues are in selecting one alternative over another ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
3.. Have you articulated in simple, unmistakable terms : a.. what the key issues are in choosing one alternative solution over another?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
b.. what trade-offs are inherent in choosing one alternative over another? . . . Which PAIs will benefit -- and how they'll benefit -- and which PAIs will suffer . . . and how they'll suffer?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
4.. Have you spelled out in clear, . . . plain, . . . simple language what the Null-Alternative scenario will be like if it comes to pass?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
5.. Have you articulated the Null-Alternative in as "grabbing" a way as is possible -- without exaggerating it?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
6.. Do all of the PAIs understand : a.. what consequences the Null-Alternative will have for themselves ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
b.. what consequences the Null-Alternative will have for the other PAIs ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
c.. that failure to develop Informed Consent on a solution will -- automatically -- result in the Null-Alternative?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
7.. Have you clarified, . . . and communicated, . . . your stuff well enough, where the decision-makers will not confuse minor issues with the key issues ? . . . i.e. Do they understand the "bottom-line" of choosing one option over another?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
8.. Can you honestly say that: a.. You have put your finger on the real gut-issues that have to be debated?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
b.. In doing so, you make no bones about calling a spade a "spade" ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
c.. You have done all you can to cut through the volume, the complexity, and the jargon of the technical analysis?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
d.. Political decision-makers and other PAIs will not feel "snowed", . . . "swamped", . . . or over-whelmed by your technical work?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
9.. Do the PAIs -- including the political decision-makers -- understand the various technical analyses well enough, where there will be an informed public debate . . . and therefore . . . an informed public decision ?	<input type="checkbox"/> Yes <input type="checkbox"/> No				

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: <h2 style="text-align: center;">CP Objective # 11</h2> <h3 style="text-align: center;">Nurture and Protect Your Credibility</h3>			<h1 style="font-size: 2em;">A 11</h1>
Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 11	CP Techniques / Tools (Your CP Actions)	
1..	Do all the PAIs believe everything your agency puts out?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
2..	Do all the PAIs believe everything your project team puts out?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
3..	Do all the PAIs believe everything you . . . personally . . . say?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
4..	Are you sure that the way you deal with the media enhances your credibility with them?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
5..	Are you absolutely sure that, the way you answer media questions, . . . and the way you communicate with the media, doesn't -- actually -- damage your credibility?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
6..	Are you aggressively using the media to build your credibility with your PAIs?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
7..	Are you absolutely sure that your media-policy does not damage your public credibility?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
8..	When you consider each of your agency's most recent two public controversies , . . . and how you dealt with them:				
	a.. Did the controversy enhance your agency's credibility?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
	b.. Did the controversy damage your agency's credibility?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
9..	Do you have a clear policy for talking to the press, and to the PAIs, about sensitive issues?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
10..	If "Yes":				
	a.. Is the policy designed to protect and enhance your credibility?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
	b.. If "Yes" again, is the policy understood by everyone on the team and in the agency?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
	c.. If "Yes" a third time, is the policy followed ?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
11..	Are you forthcoming and 100% candid :				
	a.. about all important issues?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
	b.. about issues that are potentially unflattering or embarrassing ?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
12..	Do all the PAIs find that you consistently are the first and the best source of project and impact information? . . . ie. For information that's unfavorable to your project, . . . as well as for information that's favorable . . . ?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
13..	Are you 100% sure that the way you deal with the press and with PAIs, does not result in -- or appear to result in -- covering up information the public feels it should have?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
14..	Are there any PAIs who believe -- or suspect -- that you have a hidden agenda?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
15..	Or, . . . do you?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
16..	If "Yes" to #14 . . . (and "No" to #15):				
	a.. Is your approach to dealing with these PAIs designed to change their views ?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
	b.. Is your way of dealing with the "Suspected - Hidden - Agenda" issue . . . designed to alleviate that suspicion ?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
	c.. Are your media-relations policies designed to alleviate these PAIs cynicism?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
	d.. Are your crisis-management media-relations policies designed to create public trust and respect?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
17..	Do all the PAIs -- including your fiercest opponents -- respect you and trust you and your agency?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
18..	When a sensitive issue comes up on your project, . . . and your team debates whether you should "go public" with it, . . . and; if you "go public", how you should go public, . . . how you should talk and write about it, . . . and with whom you can, and with whom you cannot talk about that sensitive issue, . . . does the "Cover Your Ass" argument ever prevail?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: CP Objective # 13 Receive and Understand Information that's Communicated to You			A 13
Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 13	CP Techniques / Tools (Your CP Actions)	
1..	Can you think of PAIs with whom your team has no direct contact?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
2..	If "Yes": a.. Do you feel that you understand those PAIs so well, you really don't need the direct contact? . . . ie. You already know everything you need to know about them?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
	b.. Do you feel that this lack of direct contact constitutes a serious hurdle to your ability to understand some PAIs?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
3..	Are you hearing from every PAI on a sufficiently regular basis?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
4..	If "No": a.. Is that serious?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
	b.. Are you going to do something about it?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
5..	When PAIs surface suggestions, ideas, concepts, . . . ie. "Input" . . . : a.. Does your team listen . . . in the sense of "Active Listening"?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
	b.. Does your team give serious consideration to every idea that's surfaced as "Input" . . . no matter what its source?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
	c.. Does your team promptly evaluate all the "Input" ideas that it gets from the PAIs?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
	d.. Does your team promptly get back to the PAIs who gave the "Input" . . . to let them know that you heard them . . . and what you think of it?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
	e.. Do you -- also promptly -- let the rest of the public know what all the "Input" ideas are that you're getting . . . and what your team thinks of each of them?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
6..	When PAIs don't give "Input" . . . people, who -- in your opinion -- should be making "Input": a.. Does your team promptly seek out these PAIs . . . to let them know that you're puzzled?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
	b.. Do you -- also promptly -- let the rest of the public know that you're not hearing from people, you feel, you ought to be hearing from?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
7..	Have you explored what cheaper, easier, more efficient, more user-friendly . . . methods for getting "Input" . . . (when compared to meetings and advisory committees) . . . are available to you?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
8..	Is your team compiling -- on an on-going, continuing basis -- a comprehensive catalog of all the "Input" that it gets from PAIs? . . . and, . . . Who made it? . . . and, . . . What the team's response was? . . . (In short: Does your team use CP Technique #37 the "Responsiveness Summary / Listening-Log")	<input type="radio"/> Yes <input checked="" type="radio"/> No			
9..	Are there PAIs who feel you're "not listening" , unless you do what they ask you to do in their "Input"? . . . ie. PAIs who are confusing "Advice-Giving" and "Decision-Making"?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
10..	Considering "Attitude Surveys" and "Opinion Polls", as CP Techniques: a.. Have you used them on this project?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
	b.. Is your team considering using them?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
	c.. Has your agency used them on other projects?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
11..	Are you . . . as a team . . . in the habit of aggressively sharing with the public what you think, . . . what you already know, . . . what you are guessing, . . . what you are speculating about PAIs' concerns, . . . etc. . . . before you ask for "Input"?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
12..	About "Redundant Input" . . . ie. "Input" that isn't really "Input" . . . versus . . . "Real Input" : a.. Do people ever give you "Input" that is really, truly news to your team, . . . ie. stuff that you did not know, . . . and would not have known, . . . if it hadn't been for this public "Input"; ie. "Input" that is really relevant to your project, . . . substantive new information that improves your project . . . stuff your team finds useful?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
	b.. Is a substantial percentage of the "Input" PAIs give you stuff your team already knows?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
	c.. Is a substantial percentage of the "Input" PAIs give you "Real Input" . . . as in (12.a) above?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
	d.. Is your "Input-gathering / inviting" designed to find that kind of "Real Input" that might be out there, . . . and to minimize eliciting "Redundant Input"?	<input type="radio"/> Yes <input checked="" type="radio"/> No			

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: CP Objective # 14 Search for Common Ground among Polarized PAIs			A 14
Our Questions	Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 14	CP Techniques / Tools (Your CP Actions)		
1.. Do you have PAIs who are taking a position on your project -- a position for or against your project -- where you feel: a.. Their opposition to your project is based on a matter of principle? . . . ie. They are opposed because the implementation of your project violates an important principle?	No <input checked="" type="radio"/> Yes				
b.. Their support of your project is based on a matter of principle? . . . ie. because your project champions a worthy principle?	No <input checked="" type="radio"/> Yes				
2.. Are any of your PAIs so polarized that: a.. They feel that, if someone isn't for them, . . . they must be against them?	No <input checked="" type="radio"/> Yes				
b.. They see people who don't agree with them as "enemies" ?	No <input checked="" type="radio"/> Yes				
3.. Do you, or any of your team members, ever feel: a.. Some of these PAIs are your enemies?	No <input checked="" type="radio"/> Yes				
b.. It's them against us, . . . We've got to defeat them, . . . after all they're trying to defeat us?	No <input checked="" type="radio"/> Yes				
c.. Some of these PAIs are irrational , . . . flaky, nuts, . . . not in the mainstream, . . . a weird little minority of flakes, you can't reason with them?	No <input checked="" type="radio"/> Yes				
4.. Do you have PAIs who are convinced that: a.. Your project is part of a conspiracy by one or more special interests to take over . . . and to dominate . . . public decision- making?	No <input checked="" type="radio"/> Yes				
b.. Your project is part of an evil plot by government to deprive people of their freedoms?	No <input checked="" type="radio"/> Yes				
c.. Government, . . . all government, . . . is inherently bad . . . even evil?	No <input checked="" type="radio"/> Yes				
5.. Do you have PAIs who claim that this project: a.. is the result of an unfair decision-making process?	No <input checked="" type="radio"/> Yes				
b.. violates their rights?	No <input checked="" type="radio"/> Yes				
c.. violates their personal freedoms?	No <input checked="" type="radio"/> Yes				
d.. violates government's responsibilities?	No <input checked="" type="radio"/> Yes				
e.. constitutes abuse of power?	No <input checked="" type="radio"/> Yes				
f.. violates the letter of the law?	No <input checked="" type="radio"/> Yes				
g.. violates the spirit of the law?	No <input checked="" type="radio"/> Yes				
h.. violates the Constitutions?	No <input checked="" type="radio"/> Yes				
i.. violates the law of God and Nature?	No <input checked="" type="radio"/> Yes				
6.. Provided you answered "Yes" to any of the # 5 questions: . . . When you and your team members put yourselves in the shoes of your PAIs , . . . by imagining parallel situations, involving issues outside your discipline, where you are the "citizen" on the receiving end of governmental action, . . . : a.. can you imagine a case where your sense of fairness would be violated? . . . and how you'd react?	Yes <input checked="" type="radio"/> No				
b.. can you imagine a case that would violate your concept of personal rights? . . . and how you'd react?	Yes <input checked="" type="radio"/> No				
c.. can you imagine a case that would violate your concept of personal freedoms? . . . and how you'd react?	Yes <input checked="" type="radio"/> No				
d.. can you imagine a case that would violate your sense of governmental responsibility? . . . and how you'd react?	Yes <input checked="" type="radio"/> No				
e.. can you imagine a case that would constitute abuse of power against you? . . . and how you'd react?	Yes <input checked="" type="radio"/> No				
f.. can you imagine a case where you feel governmental action would violate the law? . . . and how you'd react?	Yes <input checked="" type="radio"/> No				
g.. can you imagine a case where you feel the government would be violating the spirit of the law? . . . and how you'd react?	Yes <input checked="" type="radio"/> No				
h.. can you imagine a case where you feel government would be violating the Constitution? . . . and how you'd react?	Yes <input checked="" type="radio"/> No				
i.. Can you imagine a case where you feel your concept of a higher law -- even if it's not the Constitution -- a law even more fundamental than that, . . . would be violated? . . . and how you'd react?	Yes <input checked="" type="radio"/> No				

PAI = Potentially Affected Interest CP = Citizen Participation PS/DM = Problem-Solving and Decision-Making		Worksheet for Assessing Your CP-Needs Relative to: CP Objective # 15 Mediate Between Polarized Interests			A 15
Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 15	CP Techniques / Tools (Your CP Actions)	
1..	Is there a history of conflict and antagonism:	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
	a.. between some of the PAIs?	<input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
	b.. between you . . . personally . . . and some of the PAIs?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
	c.. between your agency and some of the PAIs?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
2..	Is it likely that hard feelings from the past will interfere with your Consent-building efforts?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
3..	Is it likely that personal conflict within your team, . . . or within your agency, . . . will play a role?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
4..	Is it likely that hard feelings between you and former team members . . . or former agency employees . . . are behind some of the opposition your project is getting?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
5..	Are you doing all you can , to lessen conflict?	Yes <input checked="" type="radio"/> No			<input checked="" type="radio"/>
6..	Is this project drawing fire from people who are really angry about something else? . . .	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
7..	Are some people arguing issues on this project . . . issues that aren't really the issues? . . . ie. where the issues being debated are surrogate issues . . . for the real issues?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
8..	Are there some PAIs who really want conflict, . . . because -- the way they see it -- it's in their interest not to reach Informed Consent on your project?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
9..	Are some PAIs using their positions on this project -- their support or their opposition -- as a bargaining chip in some other political negotiation?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
10..	Are PAIs holding this project hostage to the resolution of some other issue? . . . ie. some issue that has no connection to this project?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
11..	Does the public debate about this project ever deteriorate into:	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
	a.. personal attacks?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
	b.. attempts at intimidation? . . . eg. threats of economic reprisals? . . . threats of violence?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
12..	Do you . . . or any of your colleagues . . . ever criticize the personality of a PAI? . . . ie. rather than sticking to criticizing only their behavior, or action?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
13..	Do you . . . or any of your colleagues . . . ever wish personal misfortune on any of your opponents? . . . or bad luck? . . . or ill health? . . . or any other kind of personal hardship?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
14..	Do some PAIs hate each other?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
15..	Do any of the PAIs hate you? . . . or your team members? . . . or others in your agency?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
16..	Do you . . . or any of your team members . . . or anyone else in your agency hate some of your PAIs?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
17..	In conversations among team members, do any of you ever , . . . in the privacy of your office, . . . make disparaging personal remarks about PAIs?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
18..	Imagine that all of the project team's discussions, . . . work sessions, . . . e-mail conversations, . . . water-cooler meetings, . . . etc. . . over the last months and years were video-taped:	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
	a.. Would it hurt your project if the some PAIs got hold of those tapes?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>
	b.. Would it help your project if their content were widely disseminated by the mass media?	Yes <input checked="" type="radio"/> No			<input checked="" type="radio"/>
19..	Is there anything that your team can do, . . . no matter how small and humble, . . . above and beyond what you are already doing, . . . to help lessen the conflict among polarized interests?	No <input checked="" type="radio"/> Yes			<input checked="" type="radio"/>