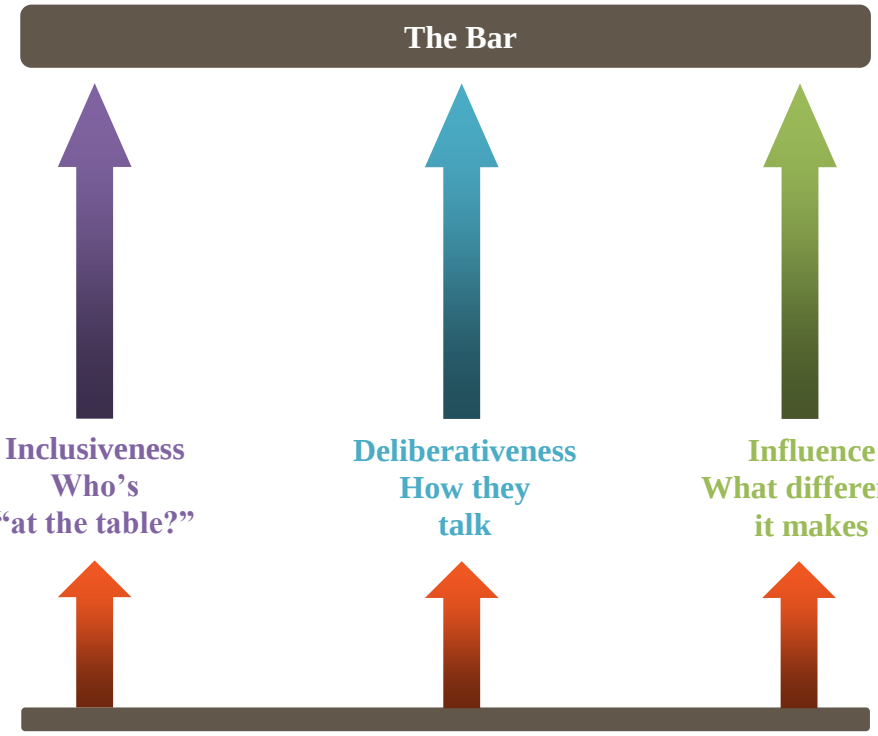
From Chaos to Collaboration

Raising the Bar in Public Engagement



Created by Juli Fellows, 2010
with credit to Lyn Carson and Phillip Hart, 2006.

Hosted by The National Coalition on Dialogue and Deliberation (NCDD), St. Edward's University, New College, and the Central Texas NCDD Network.

November 5, 2010
Austin, Texas

From Chaos to Collaboration: Raising the Bar in Public Engagement

Workshop Summary

Over 165 people from the public, private and civic sectors attended the workshop "From Chaos to Collaboration: Raising the Bar in Public Engagement" held November 5, 2010 at St. Edward's University in Austin, Texas. The event was convened as part of the National Coalition on Dialogue and Deliberation's (NCDD) 2010 Regional Event Series and was hosted by St. Edward's University, New College (see appendix for event sponsors and local planning team members). Similar events were held in Boston, Denver, Portland, and San Francisco and each were organized by local engagement practitioners to explore effective ways to involve the public and help build the community's capacity to address complex, contentious problems. The workshop focused on three main areas:

Quality Public Engagement:

- Enhancing knowledge of the principles and strategies that support effective engagement and foster respect, trust, and quality decision making.
- Learning from community examples and real life stories of engagement efforts in Central Texas around a wide range of topics - water, education, community planning and more.
- Sharing of resources and tools that provide new approaches for effective engagement.

Online Tools:

- Exploring the implications of open government issues, changing technology and integrating online and face-to-face techniques.
- Grappling with some of the tough questions around the use of these emerging tools and learning how to select appropriate tools for desired outcomes.

Collaborations That Work:

- Identifying what is needed for successful collaborations
- Strengthening connections between public administrators, engagement practitioners and the public by exploring what each group can offer and what they need to make their offers 'real'.

The workshop was designed to be highly interactive and to incorporate a range of group process methodologies that foster active participation and deeper levels of inquiry and discourse than more traditional, didactic approaches. Local policy makers, subject-matter experts and civic leaders were involved throughout the day to share their stories, practical insights and lessons learned from community engagement and change efforts that they have helped guide (see appendix for list).

Participants also had the opportunity to learn from local engagement practitioners some of the tools and methods that they bring to their work to help shape quality engagement experiences. The day was framed as a journey and local planning team member, Larry Schooler, provided an entertaining and insightful opening monologue (see appendix) as "captain", welcoming the group aboard D&D Airlines flight #1, with nonstop service from "Chaos to Collaboration". This laid out an array of the challenges facing citizens, public sector staff and policy makers, and practitioners as they try to manage diverse expectations, priorities and values. He also explored the "baggage" that we may have related to past negative experiences and disappointments with public engagement. A video comprised of clips from town hall and city council meetings highlighted the way this tension and discord can manifest in public meetings. The group then explored their reactions and experience with engagement efforts. Using "Poll Everywhere", an audience response system utilizing mobile phones and the internet, attendees responded to the following polls:

How would you characterize your role in a dialogue and deliberation process?

Answer	Percent
Citizen	12.4%
Public Sector Official	51.3%
D&D Practitioner	22.1%
Researcher	6.2%
Other	8.0%

How frequently have you been involved in a public engagement exercise (public meeting, focus group, summit, survey, etc.)?

Answer	Percent
Weekly or more often	38.0%
Monthly	17.6%
Quarterly or a few times a year	25.0%
Once a year	3.7%
A few times in my life	15.7%

When you feel dissatisfied by a public engagement experience, what has been the most significant issue?

Answer	Percent
Poor facilitation	39.1%
Unclear issue or questions	7.0%
Inability to be heard	10.4%
Too difficult to give input	10.4%
Unclear how input will be used	21.7%
Other	11.3%

When you felt positively about a public engagement experience, what was the most significant aspect of the experience?

Answer	Percent
Quality facilitation	34.2%
Clear issue or questions	10.3%
Ability to be heard	12.0%
Easy to give input	7.7%
Knew use of input	29.9%
Other	6.0%

The group then broke into table discussions to explore current dynamics of public engagement and the foundations for success. The small group discussions, facilitated by local team member Steven Fearing, utilized a process known as Conversation Café, which offers a simple yet effective format that enables everyone to speak thoughtfully and listen deeply to others.

The structure involves several rounds of sharing, in which one person at a time responds to a question. There is then open sharing among the group, with a talking object used to help slow the pace of conversation and ensure that the person holding the object has the full attention of the group. The agreements used in Conversation Café are very helpful to foster conditions in which respectful and meaningful dialogue can occur.

The Agreements

- **Open-mindedness**
  Listen to and respect all points of view
- **Acceptance**
  Suspend judgment as best you can
- **Curiosity**
  Seek to understand rather than persuade
- **Discovery**
  Question old assumptions, look for new insights
- **Sincerity**
  Speak for yourself about what has personal heart and meaning
- **Brevity**
  Go for honesty and depth but don't go on and on

Before beginning, each person took time to reflect individually about other experiences with public conversation in the community and what they feel are the root causes for chaos and those key factors or root causes for successful public engagement. Resources offered to the group included the "Principles for Creating Chaos", a somewhat tongue-in-cheek worksheet for what not to do, and the "Core Principles for Public Engagement", which was developed collaboratively by members and leaders of NCDD, the International Association of Public Participation (IAP2), the Co-Intelligence Institute, and many others, and adapted by the local planning team for this workshop.

Principles for Creating Chaos

Principle # 1 – Do Everything at the Last Minute

- Plan events without a clear purpose
- Plan events with untrained organizers and staff
- Plan events without the appropriate stakeholders
- Place events in an inaccessible venue
- Provide inadequate time, inflexible scheduling, or other cultural barriers to participation

Principle # 2 – Gather the People that are Easiest to Gather

- Plan events with "token" diversity or biased information
- Suppress, ignore, or marginalize the ideas and concerns of any group with divergent views

Principle # 3 – My Way or the Highway

- Provide one-way pronouncements or listen only to appease
- Engage citizens when relevant decisions have already been made
- Suppress input with isolated data
- Allow mainstream or loud voices to drown out personal stories and unpopular opinions

Principle # 4 – Trust Us – We Know How to Solve This

- Design and facilitate events that don't allow people to communicate with each other openly, adjust their stance, or make progress
- Design and facilitate events that make it impossible to deal with the true complexity of an issue
- Have experts lecture rather than discuss and clarify
- Use information that is biased, scanty, overwhelming, or inaccessible
- Do public exercises before announcing a pre-determined outcome

Principle # 5 – Keep Your Cards Close to Your Chest

- Make it hard to find out who is involved, what happened, and why
- Create conditions for mistrust and a suspicion of hidden agendas

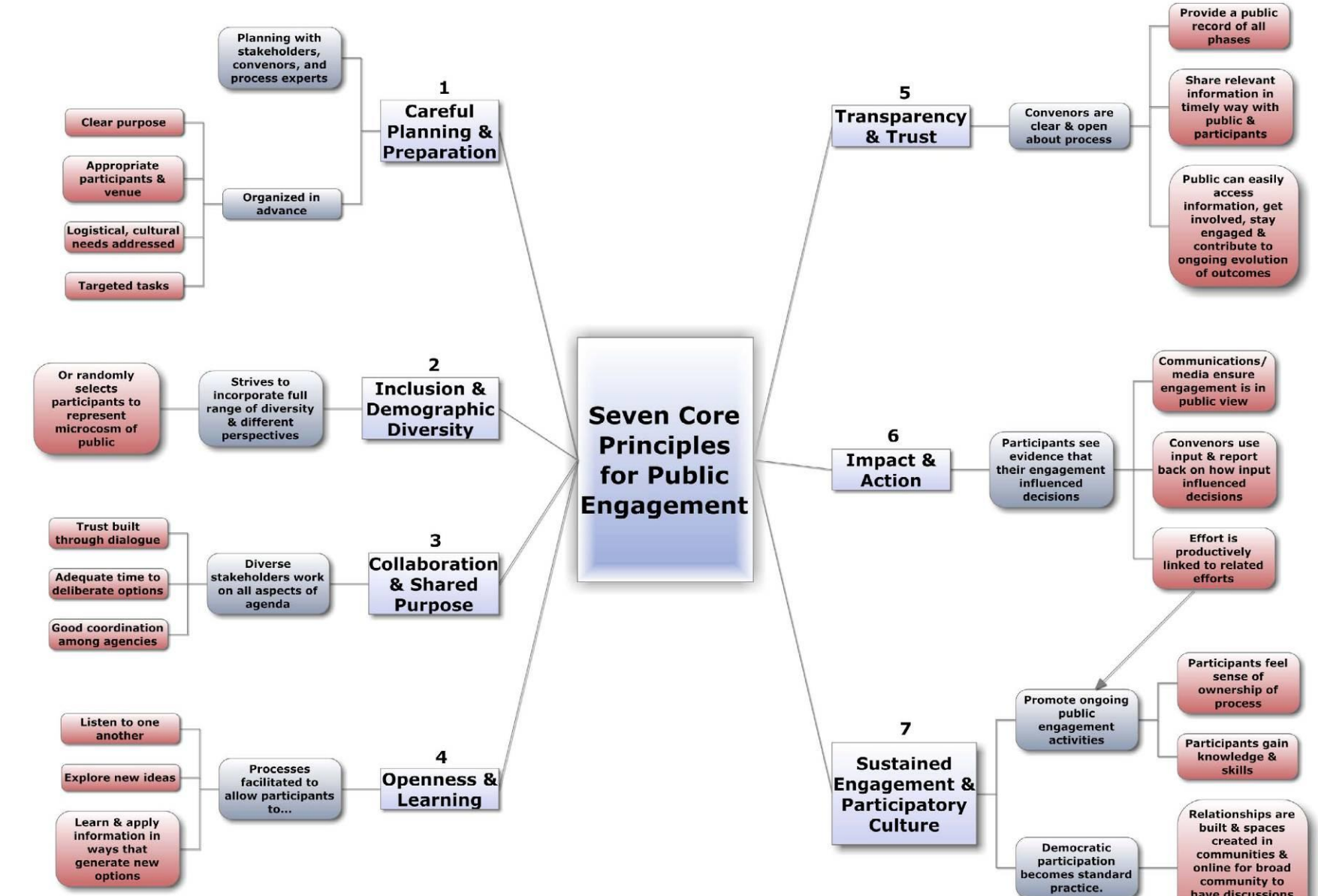
Principle # 6 – Don't Expect to Make a Difference

- Do public engagement events with no follow-through
- Withhold knowledge and results of the event from other groups working on the issues addressed
- Produce findings that are incoherent, ill-timed, useless to policy makers, or only represent a small group

Principle # 7 – Work in Silos and Ignore Those Who Don't Vote

- Hold "one-off" events that are isolated from the ongoing political life of the community
- Allow "privileged" people to dominate and undermine the ability of marginalized populations to meaningfully participate

Created by Steven Fearing and Juli Fellows, NCDD Austin 2010



Created by Steven Fearing, 2010 based on NCDD Core Principles

As a wrap up to the conversations regarding the principles for quality public engagement, attendees responded to another poll:

Which two core principles of public engagement do you believe are most essential for Central Texas at this time?	
Answer	Percent
Careful Planning/Preparation	15.4%
Inclusion/Demographic Diversity	15.4%
Collaboration/Shared Purpose	9.6%
Openness/Learning	9.6%
Transparency/Trust	22.1%
Impact/Action	15.4%
Sustained Engagement /participatory culture	12.5%

Following the small group discussions, local planning chair Diane Miller welcomed the group and introduced Sandy Heierbacher, co-founder and director of the National Coalition for Dialogue and Deliberation. Sandy provided an overview of the work of NCDD, the national trends unfolding with the White House initiative on open government and transparency and the implications for the field of public engagement.

Local planning team member Patricia Wilson introduced a panel of current and former local policy makers to explore their perspective, experience and lessons learned related to public engagement. Panel members were Sherri Greenberg, Former Representative, Texas House of Representatives, Laura Morrison, Council Member, City of Austin, and Carlos Salinas, Council Member, City of Round Rock. Below are some highlights from that conversation:

How we can get the most out of public participation?

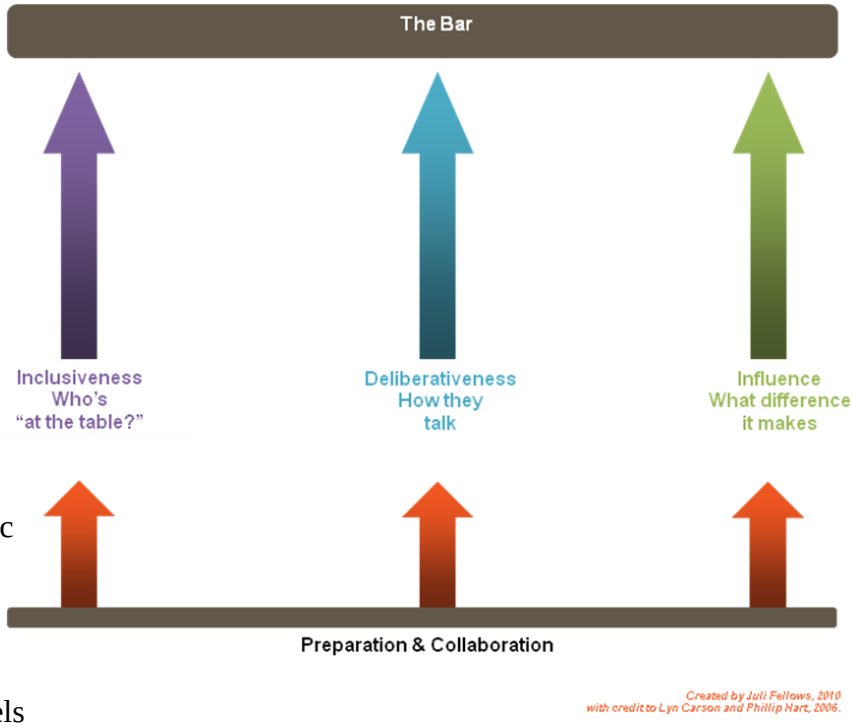
- Transparency is vital.
- Offer different ways to participate so that we not attracting just the usual suspects.
- Trust is learned and earned - when we have setbacks, we need to improve; need to trust that the public engagement process will bring us to a better outcome.

- Many come to the process with lots of passion; policy-makers need to recognize that passion and yet foster an environment of civility and balanced dialogue.
- Reality is that a vocal minority often are the only ones policy makers hear from; can get lulled to think that most of their constituents also feel that way.
- Trust needs to be 2-way; when put information online, that disclosure will not work if people use it just to uncover scandals and for "gotchas."
- Need to create ongoing dialogue; beyond one issue involvement.
- Some people are afraid to get engaged; need to give them the tools to participate.

How can we design an effective public participation process?

- Recognize that people have busy lives; respect their time and be deliberate in asking for participation.
- Don't undervalue your communication department; they can be very useful in outreach efforts to seek beyond the regular participation.
- Continuing the engagement can be challenging; people can get "engagement fatigue"
- Better use different media: social media, mail, ect.
- Once we get people engaged, we need to follow-up and continue the dialogue.
- We can do a better job of asking people how they want to engage.

The next segment of the workshop, presented by local team member Juli Fellows, captured what the key levers are which are needed to "raise the bar" in public engagement – inclusiveness, deliberativeness influence, preparation and collaboration.



She explored how critical preparation is to the success of any engagement effort. The group was provided with the IAP2 Spectrum of Public Participation, which offers a valuable framework to review the goals of an engagement effort and the inherent promises to the public and the various levels of public impact, from simply inform and consult, to collaborate and empower.

Juli then provided participants with two tools that she and other local team members developed – the "Steps in Public Engagement Processes" flow chart and "Public Engagement Preparation" mind map. These tools will help those designing engagement efforts to conduct a situational assessment and prepare appropriately for their engagement effort and what they are seeking to accomplish. She pointed out that "No lack of preparation goes unpunished!".

IAP2 Spectrum of Public Participation

International Association for Public Participation

Increasing Level of Public Impact

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example techniques	▪ Fact sheets ▪ Web sites ▪ Open houses	▪ Public comment ▪ Focus groups ▪ Surveys ▪ Public meetings	▪ Workshops ▪ Deliberative polling	▪ Citizen advisory committees ▪ Consensus-building ▪ Participatory decision-making	▪ Citizen juries ▪ Ballots ▪ Delegated decision

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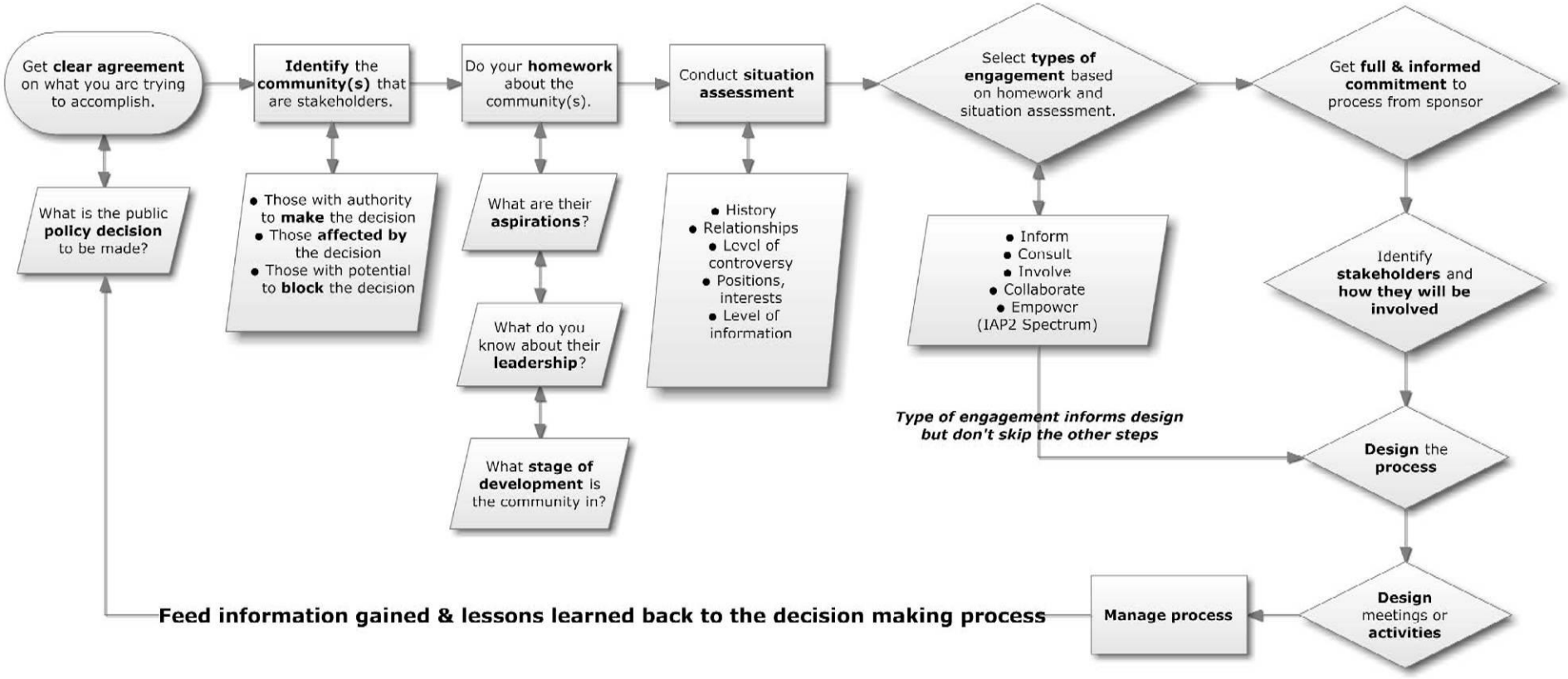
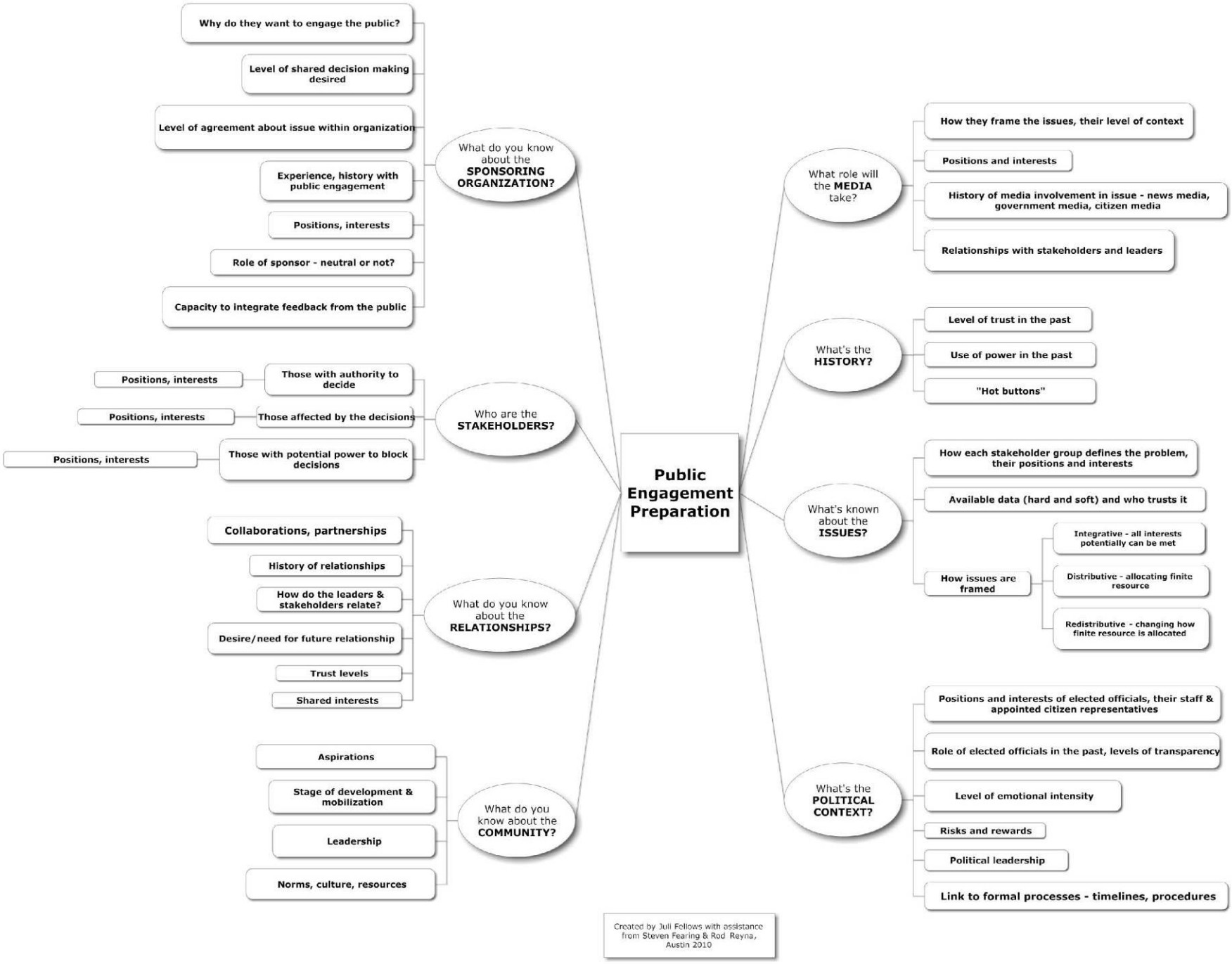
NCDD Austin 2010: Steps in Public Engagement Processes



Created by Juli Fellows, with assistance from
Steven Fearing, Rod Reyna, and Stephanie Nestlerode,
Austin, 2010


Public Engagement Preparation
What do you know about the SPONSORING ORGANIZATION?
Why do they want to engage the public?
Level of shared decision making desired
Level of agreement about issue within organization
Experience, history with public engagement
Positions, interests
Role of sponsor - neutral or not?
Capacity to integrate feedback from the public
Who are the STAKEHOLDERS?
Those with authority to decide
Positions, interests
Those affected by the decisions
Positions, interests
Those with potential power to block decisions
Positions, interests
What do you know about the RELATIONSHIPS?
Collaborations, partnerships
History of relationships
How do the leaders & stakeholders relate?
Desire/need for future relationship
Trust levels
Shared interests
What do you know about the COMMUNITY?
Aspirations
Stage of development & mobilization
Leadership
Norms, culture, resources
What role will the MEDIA take?
How they frame the issues, their level of context
Positions and interests
History of media involvement in issue - news media, government media, citizen media
Relationships with stakeholders and leaders
What's the HISTORY?
Level of trust in the past
Use of power in the past
"Hot buttons"
What's known about the ISSUES?
How each stakeholder group defines the problem, their positions and interests
Available data (hard and soft) and who trusts it
How issues are framed
Integrative - all interests potentially can be met
Distributive - allocating finite resource
Redistributive - changing how finite resource is allocated
What's the POLITICAL CONTEXT?
Positions and interests of elected officials, their staff & appointed citizen representatives
Role of elected officials in the past, levels of transparency
Level of emotional intensity
Risks and rewards
Political leadership
Link to formal processes - timelines, procedures
Created by Juli Fellows with assistance from Steven Fearing & Rod Reyna, Austin 2010

The Community Examples segment of the workshop involved 17 different local community leaders sharing their experience in conducting a public engagement process (see appendix for listing). Attendees selected which community example they wanted to learn more about and these small groups had an in-depth discussion about the process and approach utilized, the challenges and outcomes, and the lessons learned from these experiences.

Upon returning from lunch, attendees were welcomed by Dr. Walter Pearson, Dean of St. Edward's University, New College, the local host for the event, and event sponsors were recognized (see appendix). The group then participated in an open house experience entitled the "Dialogue and Deliberation Marketplace" where over a dozen local public engagement practitioners shared tools, methodologies and approaches that they have found successful in conducting public engagement (see appendix). Photos have been uploaded to Flickr and tagged with "ncdd", "ncdd2010" and "ncddaustin".

The next segment of the workshop was a panel discussion about online engagement moderated by Diane Miller, with the following panel members: Tim Bonnemann**,** President, Intellitics; Gary Chapman**,** Director, 21st Century Project, University of Texas at Austin; and Phil Tate, City

Manager, City of Manor. The panel members were asked to share their thoughts on a range of issues related to online engagement, including: the implications of Gov 2.0 and the push toward greater government transparency; rapidly changing tools and technology; principles to consider when designing online engagement approaches; and the challenges and opportunities inherent in the use of these tools. Panel comments included the following:

What trends are you seeing and what are some examples of how online tools are impacting engagement?

- Public engagement is going on whether you like it or not. People are talking online about what you do. Government typically doesn't manage these conversations well because it doesn't bring them into real activities.
- Online engagement can make the splits worse if not managed well.
- The public sector often complains that they get no response to their efforts. Have to enable citizens to have more deliberative conversations, using new tools, metadata, hashtags and mapping to engender more trust.
- The City of Manor is receiving international attention for its use of technology in engaging citizens. Projects include bar coding on historic locations and new structures that can be read by cell phones; a See-Click-Fix program that allows citizens to take pictures with their cell phones of pot holes or other problems and submit them to the City to address; Spigit, an innovation platform through which it invites citizens to come up with ideas for running the town better. Members of the public whose ideas are implemented win prizes such as the privilege of riding along with the sheriff for a day.
- Manor is working with 26 separate institutions, including one in Italy. Manor serves as a beta site for the testing of many products, thereby saving the city money (their philosophy is if it costs money, they don't do it).
- Some opportunities include allowing people to participate when it's convenient for them and bridging other limitations like fear of speaking in public. Challenges include the fact that not everyone has online access, you can get uncivil behavior (especially if anonymous) and it can be resource intensive.

Things to keep in mind for online engagement:

- ✓ There are hundreds of tools, often multipurpose and it's not always easy to match to your needs.
- ✓ Market opportunities for engagement.
- ✓ Know what you're trying to accomplish – often simple tools work well.
- ✓ Apply good process and use the right combination of people/processes/tools.
- ✓ Be transparent about your commitments, set realistic expectations.
- ✓ Consider web-specific issues such as privacy, security, identity.
- ✓ Announce early, repeatedly and integrate with face-to-face
- ✓ A fancy tool won't save a bad process!

How do you avoid citizen overload, i.e. too much information or information that's not relevant to them?

- Facebook is an opt-in choice, so that give citizens control.
- We always put the same information online and in newspapers and share with our employees – we duplicate in order to maximize coverage.
- Public officials beat themselves up about getting high levels of participation. Realize that this is new for lots of people. Set realistic benchmarks. For example, Manor started online bill paying with 10-12 people, now 70% of people use it.

How do you blend online with face-to-face?

- Use parallel processes
- Use one to drive participation to the other.
- Use online as a lead in or a follow-up to the face-to-face.
- Communicate that you are doing both.
- Data show that online is not a replacement for face-to-face!
- Twitter extends the conversation and can enrich it.

What's one big issue you're grappling with?

- A long-term project for the public sector putting out information in ways that can be used by those who can program computers - not just posting pdfs of government documents but putting out structured information that can be used (e.g. searched, sorted, analyzed) online.
- Working on getting information out of file cabinets and onto the web.
- Creating more sophisticated tools to support good, authentic processes on the web.

Attendees also participated in another poll using their mobile devices, which asked the following questions:

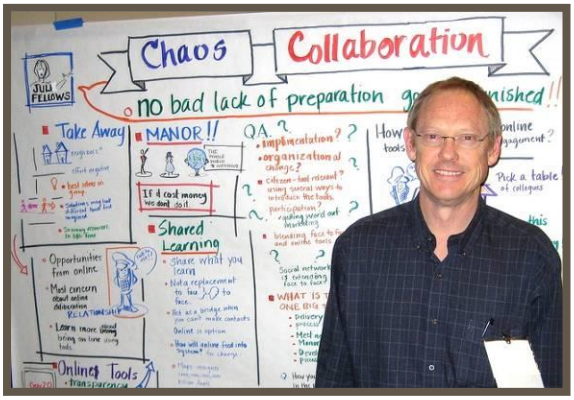
What concerns you the most about online engagement?

Answer	Percent
Creates an "echo chamber" of like-minded people that can drown out opposing views	16.9%
Furthers the digital divide and creates a barrier to truly inclusive engagement	24.6%
Resources and technical expertise needed to do it well are daunting	16.9%
Doesn't foster deliberation and relationship-building as well as in-person engagement	41.5%

What do you see as the most important opportunities created by online engagement?

Answer	Percent
Reaching people who would otherwise not participate	28.4%
Leveraging limited resources to increase amount and type of involvement	28.4%
Enabling citizens to name the problems and set priorities	22.4%
Improving two-way communication and enlisting the energy and knowledge of diverse stakeholders to address challenges	20.9%

Throughout the day, graphic recorder David Gaddy captured the group's discussion, creating a large visual record that captured and organized the day's insights and ideas. Graphic recordings resonant with the visual, spatial and systematic thinkers in a group, engaging people at multiple levels and ultimately producing a document that charts the meeting's progress and direction.



The closing segment of the day was led by local team member Stephanie Nestlerode and focused on the connection between public engagement and collaboration. Stephanie emphasized the importance of linking external public engagement efforts to internal engagement efforts and processes. She shared several resources and tools for improving collaboration (see below and appendix) based on the work of Dr. Carl Larson, Dr. Darrin Hicks, and David Chrislip.

What elements are essential for an effective collaborative process?

Authenticity	Structural Integrity of the Decision Making Process
Decisions are made during the process, not before	Focus is on broad goals not individual agendas
The process is fair in giving each person what they deserve, no more and no less	Decisions are based on fair criteria
No strings are being pulled from the outside	The allocation of resources is decided fairly
Every person's 'merits' are taken for granted without anyone needing to justify themselves	The process is free of favoritism
No person is discounted because of the organization they represent	The process responds fairly to the needs of its members
	Every person has equal opportunity to influence decisions

Research conducted by Dr. Darrin Hicks and Dr. Carl Larson, Department of Human Communication Studies, University of Denver

TEN KEYS TO SUCCESSFUL COMMUNITY COLLABORATIONS

1. **Good timing and clear need.** Some stakeholders were ready to act with a sense of urgency.

2. **Strong stakeholder groups.** Well-organized, they could speak or act for those they represented.

3. **Broad-based involvement.** There were many participants, from several sectors.

4. **Credibility and openness of process.** Participants saw the process as credible, as fair (not tilted to any one group), as open (not excluding any important stakeholders), and as meaningful (making or influencing real decisions, not just rubber-stamping).

5. **Commitment and/or involvement of high-level, visible leaders.** Mayors, CEOs, city council members, and executive directors either attended or openly backed the process and gave decision-making power to their representatives.

6. **Support or acquiescence of "established" authorities or powers.** City councils, mayors, chambers of commerce, and the like agreed to implement the results of the collaboration--at least in part because they were involved from the start.

7. **Ability to overcome mistrust and skepticism.** The initial mistrust of the participants--of each other or of the process--decreased over time.

8. **Strong leadership of the process.** Leadership of the process, rather than of a particular point of view, included keeping everyone involved through difficult periods, acknowledging small successes, helping negotiate the hard points, and enforcing group norms.

9. **Interim successes.** Successes along the way built credibility and momentum, provided encouragement to the stakeholders, and helped keep them involved.

10. **A shift to broader concerns.** Through the process, people came to see how necessary it was that they focus on the needs of the whole community, not just of their particular constituency.

Research conducted by David Chrislip and Carl Larson, authors of COLLABORATIVE LEADERSHIP: how citizens and civic leaders can make a difference.

Participants broke into stakeholder groups to explore potential offers they could make to enhance engagement and collaboration efforts, and then looked at the support they would need to deliver on these offers. Themes were identified within stakeholder groups and across groups (citizens, practitioners and public sector representatives). Then attendees made a personal commitment to themselves on a positive next step that they could individually take based on their learning from the day. The local planning team provided postcards for participants to capture their commitments. The postcards will be mailed approximately one month after the workshop. Themes that emerged from this workshop segment included:

- Encouraging more authentic conversations
- Remaining honest and transparent with the community
- Using new tools – particularly online tools – that can enhance public engagement
- Having more empathy and understanding for the point of view of another
- Sharing information with co-workers and integrating approaches into policy/procedures
- Investing more time in learning, planning and preparation before launching an effort
- Working to break down silos within an organization
- Providing well-researched and accurate information to stakeholders on issues that need their input, with broad distribution to assure inclusion.
- Advocating for authentic public engagement methods within an organization

For more information about NCDD, contact ncdd@thataway.org or call (717-243-5144).

APPENDIX

Sponsors

All-Star Sponsors for NCDD's 2010 Regional Events:

Active Voice
AmericaSpeaks
Citizens in Charge Foundation
Democrasoft
Everyday Democracy
National Conference of State Legislatures
PMLINK360
Public Agenda
The Public Conversations Project
University of Mass. Boston's Office of Public Collaboration
U.S. Trainers' Consortium

Local Sponsors:

The City of Austin
Bluebonnet Hills Christian Church
Capital Metropolitan Transportation Authority
E3 Alliance
The Lower Colorado River Authority

Local Partners:

American Planning Association Central Texas Section
Civic Engagement Initiative of the UT Center for Sustainable Development
Community Action Network
Conflict Resolution Center at UT Austin
Juli Fellows, Ph.D.,
Greenlights for Nonprofit Success
Liveable City
Omega Point International, Inc.
United Way Capital Area
Linda Anderson Welsh, Ph.D.

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Carla Nuckols, St. Edward's University
Rod Reyna, Community Solutions
Vicki Totten, St. Edward's University
Martha Ward, Refugee Affairs - HHSC - OIRA

Central Texas NCDD Planning Team

Diane Miller, Assistant Director, Envision Central Texas. Diane's background blends project management, civic engagement, group process design, and corporate and civic culture change expertise. Diane has designed and executed numerous multi-stakeholder and engagement projects to mobilize collaborative action on sustainability issues. Diane previously worked in the field of organizational development. She has served in leadership roles in organizations focused on improving public discourse, including Texas Forums and the National Coalition on Dialogue and Deliberation, and has a certificate in Dialogue, Deliberation and Public Engagement from Fielding Graduate University. Dianemiller123@gmail.com, (512) 971-3033.

Juli Fellows, Ph.D., Consultant. Dr. Juli Fellows has over 20 years experience in helping organizations become more effective. She provides customized organizational services, including meeting facilitation, strategic planning and interpersonal skills training. She is also a mediator, specializing in public policy dispute resolution. Since 1993, Juli has assisted more than 150 organizations in both nonprofit and business settings and ranging in size from five employees to tens of thousands of employees. Prior to 1993, Juli worked for agencies dealing with health, education, and youth services. www.docfellows.com

Larry Schooler, Community Engagement Consultant, City of Austin. Larry oversees community engagement, public input, and conflict resolution projects for the City of Austin, working in conjunction with the Mayor and City Council. He previously served as the policy director for Austin City Councilman Lee Leffingwell where his work included conflict resolution, research and policy development, media relations, speechwriting, and constituent service. He has also worked as a reporter for NPR stations across the country and as a freelance reporter for National Public Radio, Voice of America, and magazines.

Taylor Willingham, Consultant and Founder, Texas Forums. Taylor is a public engagement and community change management consultant and founder of Texas Forums, a network of individuals and organizations that use dialogue and deliberation to help people address challenging issues. She is a research fellow for the Academy for Entrepreneurial Leadership at the University of Illinois where she also teaches Civic Entrepreneurship, Public Engagement and Change Management in the Community Informatics Concentration for the Graduate School of Library and Information Sciences. Taylor is a

research associate for the Kettering Foundation, a former board member for the National Issues Forums Institute, and a board member of the National Coalition for Dialogue and Deliberation.

Patricia Wilson, Ph.D., Professor, University of Texas at Austin. Patricia teaches international development, public participation, and conflict resolution skills at the University of Texas at Austin, School of Architecture, Community and Regional Planning. Her expertise is in participatory planning, civic engagement, facilitation, conflict resolution, and group process design. She has done research and writing on Deep Democracy (creating a culture of dialogue), learning communities, and indigenous conflict resolution. She also designs and facilitates group processes for neighborhood planning, community conflict resolution, and community development.

Susan Schultz, Program Director, Center for Public Policy Dispute Resolution at the University of Texas at Austin. Susan draws from her years of experience as a mediator and regulatory attorney to provide alternative dispute resolution services and education to governmental entities. She has been trained in mediation, public policy dispute resolution, facilitation, and arbitration. Susan has mediated multi-party cases and facilitated groups with diverse goals, including developing an educational legislative strategy and negotiating a rule for the provision of mental health services in Texas. She is on the Council of the State Bar of Texas Alternative Dispute Resolution Section and a member of the Association of Conflict Resolution, Texas Association of Mediators, and American Bar Association Dispute Resolution Section.

Rod Reyna, Coach, advisor, trainer, speaker and facilitator. Rod has spent years leading and moderating interactive workshops, retreats, forums and conferences on neighborhood, faith and community issues. Trained as a community change coach/moderator by the Harwood Institute for Public Innovation and by Texas Forums, Rod helps foster community building, leadership development and civic action. He has served in numerous community leadership/advocacy roles in the community, including chair for both the Pflugerville Council of Neighborhood Associations and Pflugerville Downtown Planning Committee, board member for Envision Central Texas, and neighborhood/citizen roles. Rod is a reserve Sgt. and Community Outreach Coordinator for Travis County Pct. 2 Constable's Office. Rod has also been a Youth Ministry Director for the Diocese of Austin, leading efforts for 100+ churches in 26 counties. rodreyna@sbcglobal.net, 512-961-6209

Stephanie Nestlerode, Founding Partner, Omega Point International, Inc. The consulting firm is dedicated to giving voice to those impacted by a decision. An organizing effort is the sum of its decisions. We focus on nurturing the ability to decide wisely and to deliver effectively and efficiently. Clients discover leverage points for enhancing performance while generating ownership to fuel implementation. Our clients cover nine states and range from the Environmental Protection Agency and the Texas Department of State Health Services to the Austin/Travis County Health and Human Services Department and the Texas Health Institute.

Steven Fearing, Management Analyst/Consultant, Texas Department of Aging and Disability Services. Steven Fearing has 25 years of experience providing facilitation, training, curriculum design, coaching, management and leadership development, team building, organizational performance diagnosis and process improvement consultation. Based in Austin, Steven provides ongoing facilitation design and execution for in-house workgroups and external multiple stakeholder workgroups/meetings for the Texas Department of Aging and Disability Services. Steven also provides full spectrum process design and facilitation services for external agencies and organizations. Steven has assisted in planning numerous civic engagement events including the NCDD 2008 national conference and employs dialogue and deliberation best practice methods in his facilitation practice. fsfearing@gmail.com, (512) 825-5821

Vicki Totten, Associate Professor of Counseling, St. Edward's University. Vicki manages an undergraduate major in Human Services, teaching working adults how to utilize prevention, community organizing, and social policy to address the conditions underlying social problems within communities. As

a licensed professional counselor and marriage and family therapist, she was also in private practice for 10 years. Vicki is passionate about issues of social justice and community engagement and has presented workshops focused on these issues at various national and regional conferences and events.

Betty Gilmore, Ph.D., Training Program Director, Center for Public Policy Dispute Resolution at the University of Texas at Austin. Dr. Gilmore is a licensed clinical psychologist. She completed her Doctoral and Master's degrees in clinical psychology at the California School of Professional Psychology. She has worked in clinical, teaching, training, and consulting roles in wide in variety of settings including university, corporate, private practice, community and healthcare. In the past 10 years, Dr. Gilmore has created, implemented, and conducted training programs and professional presentations locally and nationally in the areas of communication strategies, diversity, conflict resolution, leadership skills, stress management, and in helping individuals and communities recover following traumatic events.

Event support provided by David Gaddy (graphic recording) and Kelty Garby (evaluation)

David Gaddy is Owner and Principal of Eye Cue Studio, a company specializing in visual communication and information design. David is passionate about introducing and facilitating individual and corporate change through the use of visual communication tools. He has brought his expertise as a visual communicator to companies such as Sears, Golden Books, Ballet Austin, and Acton MBA. He is an active member of VizThink. David holds a Bachelor's degree in Communications as well as post-graduate studies in graphic design and illustration.

Kelty Garby works at the Texas Education Agency as Program Manager for the Early College High School initiative. She is a doctoral student in the College of Education and a graduate of the LBJ School of Public Affairs at the University of Texas at Austin.

NCDD Austin 2010 Panel Presenters

Tim Bonnemann, President, Intellitics

Tim Bonnemann is the founder and CEO of Intellitics, a participation startup based in San José, California. Intellitics provides internet technology, consulting and services for high-quality online consultations. Bonnemann has over twelve years of internet experience working as a web project manager and online community architect in both Germany and the US. For the past three years, he has helped introduce social web marketing at a Fortune 500 company. As part of its ongoing research, Intellitics in 2009 launched ParticipateDB, a collaborative catalogue for online tools for participation. With more than 100 tools and over 200 projects documented to date, ParticipateDB has quickly grown to become the largest database of its kind world-wide. Since 2006, Bonnemann has been an active member of the National Coalition for Dialogue and Deliberation. He is a member of the International Association for Public Participation (IAP2) and co-chair of the IAP2 Northern California Chapter. He recently completed the IAP2 Certificate Program in Public Participation.

Gary Chapman, Director, 21st Century Project, University of Texas at Austin

Gary Chapman is director of The 21st Century Project at the Lyndon B. Johnson School of Public Affairs, University of Texas in Austin. The 21st Century Project is dedicated to expanding public participation in the development of new goals for science and technology policy in the post-Cold War era. Chapman is also associate director of the Telecommunications and Information Policy Institute and a member of the faculty at the Lyndon B. Johnson School of Public Affairs. He currently writes a bi-weekly column for the Austin American-Statesman and his articles have appeared in numerous publications. Chapman was executive director of the national public interest organization Computer Professionals for Social from 1984 to 1991, and then director of CPSR's 21st Century Project from 1991 to 1993. Educated at Occidental College in Los Angeles, California, and at Stanford University, he has also taught at both institutions. Chapman is also a former member of the United States Army Special Forces.

Sherri Greenberg, Interim Director, Center for Politics and Governance, Lyndon B. Johnson School of Public Affairs

Sherri Greenberg served for 10 years as a member of the Texas House of Representatives, completing her final term in January 2001.She is currently Interim Director at the Center for Politics and Governance, Lyndon B. Johnson School of Public Affairs. Greenberg's professional background is in public finance. She served as the Manager of Capital Finance for the City of Austin from 1985 to 1989, overseeing the City's debt management, capital budgeting, and capital improvement programs. Prior to that she worked as a Public Finance Officer for Standard & Poor's Corporation in New York, where she analyzed and assigned bond ratings to public projects across the country. Greenberg has a B.A. in Government from UT Austin and an M.S. in Public Administration and Policy from the London School of Economics. Her teaching and research interests include public finance and budgeting, Texas state government, local government, education, housing, technology, and campaigns and elections. Her recent publications include *State E-Government Strategies: Identifying Best Practices and Applications,* and *Beyond the Bid: An Evaluation of State and Local Government Procurement Practices.*

Sandy Heierbacher, Director, National Coalition on Dialogue and Deliberation

Sandy Heierbacher, M.A. is the Director of the National Coalition for Dialogue & Deliberation (NCDD) and its biennial national conferences. NCDD's nearly 900 members, collectively, regularly engage and mobilize hundreds of thousands of people across the globe around today's critical issues, and NCDD's resource-rich website is a popular hub for dialogue and deliberation leaders and those looking for dialogue and deliberation services. In addition to her work with NCDD, Sandy has consulted for such organizations as the Corporation for National Service, the Centers for Disease Control and Prevention and the Kettering Foundation in the areas of intergroup dialogue, public participation and deliberative democracy. Sandy wrote a chapter on dialogue and deliberation for the second edition of The Change Handbook, and has written articles on NCDD's Engagement Streams Framework, which helps people navigate the range of dialogue and deliberation methods available to them. Sandy also currently serves

on the Board of Directors of the National Issues Forums Institute, the Executive Committee of the Deliberative Democracy Consortium, the Advisory Board of the Public Conversations Project, and the Advisory Board of the September Project.

Laura Morrison, Council Member, City of Austin

Laura Morrison was elected to serve as an Austin City Council Member in June of 2008. Her primary focus has been sustaining neighborhood character, protecting the environment, promoting affordable housing, supporting local businesses, and improving public health and social services. As a Council Member, Morrison serves on several Council subcommittees and represents the City on the Community Action Network Board of Directors and the City of Austin/AISD/County Joint Subcommittee. She has served as President of the Austin Neighborhoods Council and also served with Community Action Network Community Council, HousingWorks Policy Committee and the Pandemic Flu Taskforce. Her professional career has included working as an engineer for Lockheed Martin, as a consultant in export compliance, and in the field of pandemic flu preparedness. She holds a Graduate Certificate in Community Preparedness and Disaster Management from the School of Public Health at the University of North Carolina, Chapel Hill; a Master's degree in Mathematics from the University of California, San Diego; and a Bachelor's in Mathematics from the University of California, Berkeley.

Carlos Salinas, Council Member, City of Round Rock.

Carlos Salinas was elected to Place 4 in May 2005 and appointed to serve as Mayor Pro-Tem in July 2010. Carlos has enjoyed a long career with State Farm Insurance Companies where he has served in a number of capacities in its Michigan, Illinois and Texas offices. At State Farm, he is presently an Operations Section Manager in the Homeowner Division where he has administrative responsibilities for a Texas operating division. Carlos has assumed a "Champion" role in the local school district's E3 Alliance charge to close the achievement gap in Central Texas. In addition, he is serving as a Subcommittee Chairman for the RRISD's Citizens Bond Committee. He enjoys a long history of helping coordinate the annual Martin Luther King Jr. Commemorative Walk, which recently celebrated its 20th Anniversary. He also enjoys a longtime affiliation with the El Amistad Club of Round Rock where he served two terms as President. He has previously served as board member for both Round Rock Habitat for Humanity, the Round Rock Health Clinic, and the Literacy Council of Williamson County. Carlos has also served on the RRISD committees on Chapter 41 and Bond Issue needs. A graduate of Western Michigan University in Kalamazoo, Michigan, he earned a BBA with a major in Accounting

Phil Tate, City Manager, City of Manor.

Phil Tate has been City Manager in Manor for six years after serving several years on the city's Planning and Zoning Commission. During the last five years, the city staff has completely revamped its operating systems and implemented a number of technology solutions to increase efficiency and cut cost. These projects have resulted in Manor receiving numerous awards including Texas Technology Magazine's "Most Innovative Use of Technology" for its deployment of a Quick Response Codes (QR-code) throughout the community. Manor's open innovation platform called Manor Labs, was implemented in conjunction with the Persuasive Technology Lab at Stanford University. The platform was designed to collect and process ideas from employees, citizens and individuals worldwide to boost efficiency and transparency in government. It has drawn national attention as one of the prime projects in the Gov 2.0 movement. Manor has now partnered with 26 universities and corporate entities to continue to bring new technology improvements to the city on an increasingly limited budget. Phil came to the city following a forty year career in banking and finance in the Austin area where he was the Chief Financial Officer and director for two area bank holding companies. A graduate of the University of Texas at Austin, he currently owns a newspaper and magazine publishing company and is the author of two books and numerous articles on historical subjects.

NCDD Austin 2010 Community Examples

AISD Strategic Plan, 2010-2015: "The Power of Us, *Joey Crumley, AISD*
Development and implementation of a 5-year strategic plan for one of the largest public school districts in Texas through extensive stakeholder engagement, consensus-building, and transparency of process. An application of best practices in planning and community relations.

Austin Healthy Adolescent Initiative, *Nikki Trevino, Austin Travis County*
In 2010, the Austin/Travis County Health and Human Services Department initiated a collaborative planning process with diverse stakeholders to map the landscape of needs and resources for Adolescent Health and positive youth development.

Balcones Canyonland Public Access Plan, *William Conrad, Austin Water Utility*
In 2000 we organized a Stakeholder Steering Committee to participate in a consensus based collaborative planning process to develop public access plans for the then newly created Water Quality Protection Lands (WQPL)program.

Building Bridges: Brick by Brick Community Agenda*, Rev. Mike Manor, Travis County Sheriff's Office*
Stemming from the pain and turmoil of police shootings of minority community members, the Travis County Sheriff's Office facilitated small group conversations for the purpose of trying to keep the Travis County-Austin area racially united. Their goal is to create meaningful and sustainable conversations between neighborhoods, churches, communities and law enforcement.

Children's Optimal Health, *Matt Balthazar, Children's Optimal Health*
Children's Optimal Health is a collective leadership initiative that unites the efforts of Central Texas organizations in promoting community change to help our children reach a brighter future. COH strives to give agencies and communities access to proprietary data in a de-identified manner by using GIS mapping to illuminate issues involving Central Texas children.

E3 Alliance, *Rick Olmos, E3Alliance*
E3 launched a series of dialogues six years ago that has been replicated in nine schools districts throughout Central Texas. Two separate processes have focused on the questions, "How can we close the achievement gaps?" and "How do we prepare today's youth for tomorrow's jobs?".

Imagine Austin, *Matt Dugan & Margaret Valenti, City of Austin*
Imagine Austin is a two-year project to lay out a vision for what we want Austin to be in the future and choose what path we take to get there. The project has three phases: Kickoff, Vision and Plan Framework, and The Comprehensive Plan and is in Phase III now.

LCRA Water Resource Supply Plan, *Robert Cullick, Emlea Chanslor, LCRA*
This plan will be a roadmap to meet the region's water supply needs to the year 2100. LCRA has been working on the plan since 2008 and has incorporated public input from approximately 600 residents and customers from around the lower Colorado River basin.

Louisiana Speaks*, Robin Rather, Collective Strength*
Louisiana Speaks was the largest outreach and community dialog ever undertaken in Louisiana and one of the largest ever in the US. By interviewing almost 30,000 residents both in the state and out in the diaspora - the project was designed to give a strong voice to everyday people after hurricanes Katrina and Rita.

Mueller Redevelopment, *Jim Walker, Independent Consultant*
Planning for the redevelopment of the 711 acre Mueller Airport in the heart of Austin began in the early 1980's and evolved into a principle based approach led by neighborhood groups. In 2010, the project is on track, only 1/3 built out and still relying on strong public engagement.

Pflugerville Comprehensive Planning Process, *Trey Fletcher, City of Pflugerville*
The City's consultant team led by Design Workshop, City staff, an advisory committee, and engaged citizens collaborated in 2009 to develop a meaningful and comprehensive image of Pflugerville's future and the policies needed to achieve them.

Red Bench Dialogues, *Cathey Capers, Wellspring Resources*
The Red Bench, a series of interfaith dialogues open to all community members was launched by AAIM in the Fall of 2009 utilizing newly trained dialogue hosts. In 2010, in response to the rising lack of civility and fear aimed at Muslims, AAIM issued an open invitation for Austinites to join together in a community wide dialogue to explore together these fears and their consequences.

Regional Water Quality Plan, *Terry Tull, Regional Water Quality Planning Project*
The Project was to create a Regional Water Quality Protection Plan for the Barton Springs Zone of the Edwards Aquifer. The collaboration challenge was to establish a Stakeholder Committee (SHC) that would review and guide the work of engineering consultants to develop the Plan.

Southwest Travis County Growth Dialogue, *Joe Lessard, independent consultant*
In 2004, Southwest Travis County was experiencing increasing pressure for development. In response, Travis County and the Lower Colorado River Authority initiated an eight month planning process to seek community and stakeholder input concerning growth related issues.

St. John's Neighborhood, *Allen Weeks, Austin Voices for Education and Youth*
The Partnership focused on community transformation through improvement of failing schools and connecting partners around family support needs. It involved approximately 55 partners, along with a large number of parents, students and community members, to work together to keep two schools facing closure, Webb and Reagan, open and to bring about transformation.

Austin Water Utility, *Kevin Buchman, Austin Water Utility*
Austin Water Utility has engaged the Austin Community on many challenging issues including water conservation programs and various capital improvement projects, such as Water Treatment Plant Four. They will share their experiences engaging diverse stakeholders, conducting multi-year engagement projects and grappling with difficult and divisive community issues.

Dialogue & Deliberation Marketplace

Austin Police Department – Office of Community Liaison, *Sharon Cannon*
Learn tips that have helped the Austin Police Department's work with the city it serves. Projects and processes include: Monthly Community Meetings within neighborhoods, Commanders Forums, Building Bridges, Faith-based Initiatives, Police Activities League and the Explorer Program.

Website: www.ci.austin.tx.us/police/community.htm, Phone: 512-974-6262, E-mail: sharon.cannon@ci.austin.tx.us

Center for Public Policy Dispute Resolution @ UT School of Law, *Susan Schultz*
Discover the services offered by the Center for Public Policy Dispute Resolution and their work in collaborative governance and consensus-building processes. Explore the importance of the role of public leaders as conveners.

Website: www.utexas.edu/law/centers/cppdr/, Phone: 512-232-1193, E-mail: sschultz@law.utexas.edu

City of Austin, *Larry Schooler*
Larry Schooler oversees community engagement, public input, and conflict resolution projects for the City of Austin, working in conjunction with the Mayor and City Council, and will share tips best practices doing this type of work as a community engagement consultant.

Website: http://speakupaustin.org, Phone: 512-974-6004, E-mail: larry.schooler@ci.austin.tx.us

Community Solutions, *Rod Reyna*
Will feature Harwood Institute's Civic Action Building Blocks and roadmap for community mobilization and civic action; plus, stand-alone CABB-based community discussions/work groups, and coaching offered.

Website: www.linkedin.com/in/rodreyna, Phone: 512-961-6209, E-mail: rod@rodreyna.com

Conversation Café, *Tobin Quereau & Michelle D'Arcy*
Conversation Cafés are open, hosted conversations that utilize a simple process to help shift people from small talk to BIG talk – meaning conversations that matter. Learn from a group in Austin that has been hosting Conversation Cafés for over five years on how to use this elegant engagement approach.

Website: www.conversationcafe.org, Phone: 804-257-0010, E-mail: info@conversationcafe.org
Tobin Phone: 512-223-3391, E-mail: quereau@gmail.com,
Michelle Phone: 512-837-6121, E-mail: michelle.darcy@att.net.

Cultural Strategies, *Armando Rayo*
Learn about Multicultural Engagement, a process of building community, relationships, & trust with multicultural communities. Multi-Cultural Engagement utilizes authentic engagement strategies that create advocates for people, neighborhoods & issues within communities. It is an inclusive, innovative & culturally relevant approach that informs, educates, engages & strengthens communities.

Website: www.cultural-strategies.com, Phone: 512-785-0447, E-mail: arayo@cultural-strategies.com

Eye Cue Studio, *David Gaddy*
Learn more about the benefits of visual literacy as it applies promotion and exercise of public dialogue and discourse.

Website: www.eyecuestudio.com, Phone: 512-785-5601, E-mail: eyecuestudio@gmail.com

Intrinsic Consulting, LLC, *Susan Springer*
Hear success stories of environmental public involvement and how to create effective collaborations between government agencies, environmental groups and citizens. Intrinsic Consulting helps organizations identify, inform and engage critical stakeholders to proactively address or avoid conflict situations and build consensus.

Website: www.intrinsicinfo.com, Phone: 512-847-7744, E-mail: susan@intrinsicinfo.com

Learning Chi, Inc., *LaDonna Coy*
Learn more about social media participation in the Virtual Public Square. Learning Chi helps develop strategies to establishing and nurture online spaces that support both individual space and public spaces for engagement.

Website: www.ladonnacoy.com, Phone: 903-878-2562, E-mail: coyenator@gmail.com

Leija Bridge Builders, *Gil Leija*
Will share tips for building bridges between people through multicultural processes, leadership, and Christian stewardship and ways to support you in these types of efforts.

Website: www.leijabridgebuilders.com, Phone: 512-970-0069, E-mail: leijabb@sbcglobal.net

Omega Point International, Inc., *Stephanie Nestlerode*
Discover new tools for the design and delivery of public engagement efforts that contribute to enhanced organizational performance, ranging from the big picture (planning) to the tactical (conversation). Omega Point is dedicated to giving voice to those impacted by a decision and nurturing the ability to decide wisely and to deliver effectively and efficiently.

Website: www.omegapoint.net, Phone: 512-925.1360, E-mail: snestlerode@omegapoint.net

SamePageResults, *Charles Knickerbocker*
When dealing with complex, “wicked” problems - What happens when people are, literally, on the same page… Charles will share a palette of processes and visual thinking apps that map the rationale and values of contentious stakeholders to produce increased productivity, alignment, buy-in and accountability, focused implementation, and enhanced relationships.

Website: www.samepageresults.com, Phone: 512-791-7054, E-mail: cknicker@samepageresults.com

Theatre Arts for Community Development and Engagement, *Jodi Jinks*
Learn how Theatre of the Oppressed, Playback Theatre, automatic writing and numerous cross-curricular exercises can be used to initiate discussion, recognize the universal, and lead to the creation of performance with at-risk populations.

Phone: 512-689-4864, E-mail: jodijjinks@gmail.com

Zilino, *Tim Bonnemann*
Zilino is a web application for online consultations that enables organizations in the public, private and non-profit sector to engage their constituents in problem solving and decision making. Zilino supports a variety of group processes (e.g. small-group dialogue, brainstorming, social learning); either stand-alone or in combination with face-to-face activities. Designed to align with commonly accepted dialogue and deliberation good practices, Zilino modules can be configured and combined to create a wide range of D&D experiences. Zilino is intended for D&D practitioners who need to deliver good process over the web. While the application strives to harness the latest in today's web technology, Zilino relies on skilled professionals to design and manage the process required to produce high-quality online consultations.

Website: http://zilino.com, E-mail: sales@zilino.com, Twitter: http://twitter.com/zilino

Opening monologue written and presented by Larry Schooler

Ladies and gentlemen, from the flight deck, I want to welcome you aboard D&D Airlines flight #1, with nonstop service from Chaos to Collaboration. Since I know this may be the first time you've flown D&D Airlines, I'd like to take a little extra time to orient you to how we operate and how your flight is going to go.

The D&D in our name stands for "Dialogue and Deliberation." That's because we're an airline that puts a special emphasis on those things. We are also owned in full by the parent organization known as the National Coalition for Dialogue and Deliberation. When you want to think and talk before you act, N-C-D-D is there for you. On the web at N-C-D-D-dot-org.

Here at D&D airlines, we do not have hidden fees—you paid all of those already—and we do have full meals included in the price of your ticket. And unlike other airlines, my entire flight crew and I are all armed with strong social skills and are truly here to serve you. You might also note that your legroom and overall physical comfort is better than it has been on other flights.

That's not to say you won't experience some turbulence aboard flight #1 from Chaos to Collaboration. So, I am going to have to ask that you fasten your metaphorical seatbelts securely across your body and your soul. Our ride from Chaos to Collaboration could get a little bumpy as you can imagine, so we ask for those metaphorical seatbelts for your safety and the safety of those seated around you.

I also need to ask that you either destroy any electronic devices you've brought on board or pretend that they've been lost forever and are dead to you—at least for the moment. If we sense that you care more about your electronic device than you do your lovable flight crew, our feelings will be hurt and we'll all start to weep openly. And the flight will get bumpier, because I can't really fly the plane while I'm crying.

Before I say more about D&D airlines, know that there are several clearly marked exits on the aircraft. If, at any time, the emotional pressure in the cabin becomes simply unbearable, unlike other airlines, we do allow you simply to use the exits at your discretion. We do not, however, provide parachutes or life jackets. So, it might be a good idea to hang in there.

In a few moments, we'll also be showing an introductory video that will give you a sense of where you've been, in Chaos. Unlike other airline movies you may have seen, we haven't really sanitized the film you're about to see. And you don't need headphones to watch it.

Before I show that video, I thought I'd give you my sense for where we're headed today. You see, we're all sitting in our own version of Chaos right now.

Your flight crew and I, as practitioners of dialogue and deliberation, see numerous instances where public agencies try to ask the broader public for their input. And while everyone may come to that process in good faith, the outcome often isn't what the agency or the public wants.
Sometimes, the public doesn't feel invited or adequately included in the process.
Sometimes, the public agency doesn't feel respected during that process—they get an earful from the public, kind of like airline crew and ticket counter personnel get on occasion, justified or not. And they don't feel trusted by the public to do their job as "staff" or elected officials and craft public policy.
Sometimes, it isn't clear what the public agency really wants from the public or intends to do with the information they get from the public.

Sometimes, the public assumes that they'll have a particular role in developing a particular policy, but the public agency has an entirely different view of their role. Sometimes, certain members of the public feel drowned out by others who speak more passionately or frequently. Other members of the public may not have the time, means, or inclination to attend a standalone meeting hosted by a public agency, but they still want to give the agency input in one form or the other. The agency isn't always set up for that.

Sometimes, your flight crew and I, whether we're independent practitioners or working for a particular agency, feel like we can help both the public agency and the public have a better experience going through this process, but rather than taking a journey from Chaos to a new form of Collaboration, the agency and the public may choose to do as they've done in the past and fly those other airlines, and we've all heard of them… "Town Hall Meeting Express Jet," "Continental Citizen Communication Airlines," "Do The Bare Minimum Airways." And so on. Even if the flight might seem like it will be quicker than it would be on D&D Airlines, the chance of crashing, well…

So, as we get ready to see a video that helps us understand where we've been in Chaos and where we're going to Collaboration, I want to talk for a moment about the "baggage" you've brought with you today. Unlike other airlines, we don't have a 50 pound baggage limit here at D&D. So, there's a chance some of you have brought just a small carry-on bag's worth of metaphorical luggage, and others of you may have brought a steamer trunk.

Let me take a guess at some of that baggage you've brought with you today.

If you are a member of the general public who has participated in a process like the ones we're talking about today, maybe you're carrying the baggage of feeling ignored, drowned out, taken for granted, or misled by whoever it was that was asking for your input.

If you work for a public agency and have ever tried to engage a community, maybe you're carrying around the baggage of feeling disrespected by the public—whether during a public meeting or later, when a citizen critiques you to your bosses without giving you a chance to respond.

If you work in the field of dialogue and deliberation, maybe you're carrying around the baggage of feeling "left on the bench," so to speak—not utilized, not given a chance to help a public agency work with its public—or maybe you share the feelings of the agency of getting "burned" during a dialogue and deliberation process by members of the public.

Now, understand that it's perfectly natural for you to have brought this sort of baggage aboard D&D Airlines today. And trust me, we have PLENTY of room on-board and in our invisible cargo compartment to store it all. So, I'm going to show you this video now that helps you understand the journey we're taking you on today, from Chaos to Collaboration. I should warn you before you see the video that there's a chance some of the images will make you cringe, cry, laugh, or even scream. You may literally want to jump into or through the screen and try to help the people on film, and we'd like to ask you not to do that. St. Edward's has a few policies in place related to that. But we do want you to pay more attention to this video than you might have paid to videos that you may have seen before on other airlines. My suspicion is some of what you see will look familiar, but some of what you see may also enlighten or inspire you.

We are going to dim the cabin lights to make it easier for you to see the video. Enjoy, and thanks again for flying with D&D Airlines today—we know you have a choice when you travel, and we're glad you've chosen us today.

<VIDEO>

That video featured the Austin City Council during one of its routine late-night public hearings—this one was on an element of the City budget, where the parties had different ideas about the roles they were meant to play. Then we saw two members of Congress—one current, one soon-to-be-former—convening what they thought was an open dialogue with constituents, and those constituents had other ideas. And is what we just saw democracy?

COLLABORATIVE PROCESS QUALITY RATING

The following is a brief survey for evaluating the overall quality of a process. "Process" refers to how a group of people is working together to deal with a problem they have in common or a goal they are trying to achieve. When you rate the following items, think of one specific collaborative effort. There are no right or wrong answers to this survey. Regardless of what you think, you can be sure that there are others who will agree with you. Please rate all the items. When you have finished, please look back over the items one more time, to see if you have left any items unrated. Please circle the scale interval that best represents your evaluation of the process.

l. The people involved in the process usually are focused on broader goals, rather than individual agendas.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
6	5	4	3	2	1

2. The process is free of favoritism.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
6	5	4	3	2	1

3. Often decisions are made in advance and simply confirmed by the process.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
1	2	3	4	5	6

4. In the process, everyone has an equal opportunity to influence decisions.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
6	5	4	3	2	1

5. The process gives some people more than they deserve, while shortchanging others.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
1	2	3	4	5	6

6. The process responds fairly to the needs of its members.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
6	5	4	3	2	1

7. Decisions made in the process are based on fair criteria.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
6	5	4	3	2	1

8. In the process, some people's "merits" are taken for granted while other people are asked to justify themselves.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
1	2	3	4	5	6

9. In the process, strings are being pulled from the outside which influence important decisions.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
1	2	3	4	5	6

I0. The allocation of resources is decided fairly.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
6	5	4	3	2	1

11. The criteria for allocations are fairly applied.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
6	5	4	3	2	1

12. In the process there is sufficient opportunity to challenge decisions.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
6	5	4	3	2	1

l3. In discussions about decisions or procedures, some people are discounted because of the organization they represent.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
1	2	3	4	5	6

14. The decisions made in the process are consistent.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
6	5	4	3	2	1

15. Decisions are based on accurate information.

Strongly Agree	*Agree*	*Agree more than disagree*	*Disagree more than agree*	*Disagree*	*Strongly disagree*
6	5	4	3	2	1

To calculate your score, add your values for the 15 questions. Divide by 15. The range will be between 1 and 6.

The scale is scored by assigning values of 6 for "strongly agree" down to 1 for "strongly disagree," reversing the values for items 3, 5, 8, 9 and 13. A score of 4.25 or higher indicates a "good" process quality.

Darrin Hicks, Ph.D. and Carl Larson, Ph.D. from the Department of Human Communication Studies, University of Denver, developed the scale.

The research for which the research team originally developed this measure is reported in: Andrew R. Goetz, Paul S. Dempsey, and Carl Larson," Metropolitan Planning Organizations: Findings and Recommendations for Improving Transportation Planning," Publius: The Journal of Federation, Vol. 32, No. 1 (Winter, 2002) pp. 87-105.

For more information regarding the Collaborative Process Rating Worksheet, contact Stephanie Nestlerode, Omega Point International, Inc., snestlerode@omegapoint.net, 512.925.1360.