

CP Technique Number . . .	Techniques' other PROs and CONs										CP Objectives (Why you do Citizen Participation)	CP Techniques (How you do Citizen Participation)	Responsibility	Responsiveness	Effectiveness
	\$ Costs . . .	Expressive (+) . . .	Time Demanding (+) . . .	Complex (+) . . .	Other Costs	Risk	Difficulty	Flexibility & Adaptability	Creation of Record	Limitations of Written Communications					
1A	-	-	-	-	-	-	-	-	-	-	1A	Working Meeting	●	●	●
1B	-	-	-	-	-	-	-	-	-	-	1B	"Open" Meeting	●	●	●
1C	-	-	-	-	-	-	-	-	-	-	1C	Forum	●	●	●
1D	-	-	-	-	-	-	-	-	-	-	1D	Public Mass Meeting	●	●	●
1E	-	-	-	-	-	-	-	-	-	-	1E	Public Hearing	●	●	●
1F	-	-	-	-	-	-	-	-	-	-	1F	Open House	●	●	●
1G	-	-	-	-	-	-	-	-	-	-	1G	Town Meeting	●	●	●
1H	-	-	-	-	-	-	-	-	-	-	1H	Samoan Circle	●	●	●
1I	-	-	-	-	-	-	-	-	-	-	1I		●	●	●
1J	-	-	-	-	-	-	-	-	-	-	1J		●	●	●
2A	-	-	-	-	-	-	-	-	-	-	2A	Popularity-Type Advice-Giving Advisory Committee	●	●	●
2B	-	-	-	-	-	-	-	-	-	-	2B	Content-Type Advice-Giving Advisory Committee	●	●	●
2C	-	-	-	-	-	-	-	-	-	-	2C	Blue Ribbon Panel	●	●	●
2D	-	-	-	-	-	-	-	-	-	-	2D	Watch-Dog Advisory Committee	●	●	●
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		●	●	●
2N	-	-	-	-	-	-	-	-	-	-	2N		●	●	●
3	-	-	-	-	-	-	-	-	-	-	3	Nominal Group Workshop	●	●	●
4A	-	-	-	-	-	-	-	-	-	-	4A	Producing & Releasing Materials to PAIs & the Media	●	●	●
4B	-	-	-	-	-	-	-	-	-	-	4B		●	●	●
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	Blogging	●	●	●
37C	-	-	-	-	-	-	-	-	-	-	37C	Audience Response Systems	●	●	●
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-Sites	●	●	●

Form "B"	Techniques' other PROs & CONs										CP Objectives	
	CP Technique Number . . .	Costs	Resources	Time	Other Costs	Risk	Difficulty	Flexibility & Adaptability	Creation of Record	Limitations of Written Communications		Limitations of Meetings
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
IPMP reserves all copyrights to itself, . . .	2H	-	+	-	-	-	-	-	-	-	-	2H "Gofers" Advisory Committee
But, individuals trained by IPMP in the use of these Worksheets are free to copy them for their use. Visit our Web-Site at www.ipmp-bleiker.com for the most up-to-date information.	2I	-	+	-	-	-	-	-	-	-	-	2I "Foxes" Advisory Committee
	2J	-	+	-	-	-	-	-	-	-	-	2J "Beavers" Advisory Committee
	2K	-	+	-	-	-	-	-	-	-	-	2K
	2L	-	+	-	-	-	-	-	-	-	-	2L
	2M	-	+	-	-	-	-	-	-	-	-	2M
	2N	-	+	-	-	-	-	-	-	-	-	2N
IPMP: Institute for Participatory Management & Planning PO Box 1937, Monterey, CA 93942-1937 Tel.: 831-373-4292 FAX: 831-373-0760 E-Mail: ipmp@aol.com Visit us on our Web-Site www.ipmp-bleiker.com for the most up-to-date information.	3	+	-	-	-	-	-	-	-	-	-	3 Nominal Group Workshop
	4A	+	-	-	-	-	-	-	-	-	-	4A Producing & Releasing Materials to PAIs & the Media
	4B	+	-	-	-	-	-	-	-	-	-	4B
	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 Blogging
	37C	+	-	-	-	-	-	-	-	-	-	37C Audience Response Systems
	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

Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 1	CP Techniques / Tools (Your CP Actions)
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		
1.	Has the Null-Alternative been successfully articulated in simple, concise, understandable terms?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
2.	If "Yes", does the Null-Alternative constitute a grabbing problem statement?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
3.	Do the PAIs understand the Null-Alternative?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
4.	Do the PAIs appreciate the seriousness of the Null-Alternative's consequences?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
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="radio"/> No <input checked="" type="radio"/> Yes <input type="radio"/> No <input checked="" type="radio"/> Yes		
6.	In your opinion, do you have the proper statutory powers to do what you're doing?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
7.	If "Yes", do all of the PAIs understand this fact?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
8.	Are there some PAIs who feel that you -- and/or your organization -- should not do what you're doing?	<input type="radio"/> No <input checked="" type="radio"/> Yes		
9.	Do all PAIs understand that your project will enhance or protect at least some people's quality of life?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
10.	Will it -- in fact -- enhance or protect at least some people's quality of life?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
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="radio"/> Yes <input checked="" type="radio"/> No		
12.	Do all PAIs have a sufficient grasp of your mandate?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
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="radio"/> Yes <input checked="" type="radio"/> No		
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="radio"/> Yes <input checked="" type="radio"/> No		
15.	Do you have a thorough understanding of your agency's history?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
16.	Do all of the PAIs have a reasonable grasp of the agency's history?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
17.	Does your agency have responsibilities that it is not fulfilling?	<input type="radio"/> No <input checked="" type="radio"/> Yes		
18.	Do any of the PAIs feel that your agency is not fulfilling some of its responsibilities?	<input type="radio"/> No <input checked="" type="radio"/> Yes		
19.	Do all of the PAIs understand the project's history?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
20.	Do you? . . .	<input type="radio"/> Yes <input checked="" type="radio"/> No		
21.	Do all of the PAIs feel that your agency is completely legitimate?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
22.	Do you? . . .	<input type="radio"/> Yes <input checked="" type="radio"/> No		
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="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Yes <input checked="" type="radio"/> No		
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="radio"/> No <input checked="" type="radio"/> Yes		

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?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
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?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
	b. All the interests who newly come on the scene will automatically realize what you're doing, and why you're doing it?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
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?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
	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?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
	c. even after enough time has elapsed where many of the PAIs will be represented by different people from those who represented them initially?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
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?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
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?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
6.	Do you -- as part of routine project management -- constantly check and re-check the legitimacy of : a. your statutory mandate?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
	b. your administrative mandate?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
	c. your fiscal mandate?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
	d. your public "gut-level" mandate?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
7.	If "Yes", . . . to any of the above (a - d) questions, . . . do you always -- on a continuing basis -- share your conclusions with your PAIs?	Yes <input type="radio"/> No <input checked="" type="radio"/>		

Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 3	CP Techniques / Tools (Your CP Actions)
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		
1.	Do you have a clearly documented, explicit, . . . diagrammed, . . . etc. . . . Problem-Solving and Decision-Making (PS/DM) process?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
2.	If yes:	<input type="radio"/> Yes <input checked="" type="radio"/> No		
	a.. Do you actually follow that process?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
	b.. Is that documentation in a form where your PS/DM process -- as documented -- is readily understood by lay people?	<input type="radio"/> Yes <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> No		
4.	Do your technical experts understand their work's vulnerability to the VETO phenomenon?	<input type="radio"/> Yes <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> No		
9.	Do all the PAIs feel that their role in this project's PS/DM process is fair and proper?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
10.	Do you feel that their various roles are fair and proper?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
11.	Do some of your PAIs have serious misunderstandings about this project's PS/DM process?	<input type="radio"/> No <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> No		
13.	Are there any serious misunderstandings about the scope, . . . the limitations, . . . the constraints, . . . etc. . . . of this project?	<input type="radio"/> No <input checked="" type="radio"/> Yes		
14.	Do you have a clear understanding of where in the PS/DM process the project currently is?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
15.	Do all the PAIs have an adequate grasp of where in the PS/DM process the project right now is?	<input type="radio"/> Yes <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> No		
17.	If "Yes", are you doing this on an on-going, continuing basis with your various PAIs?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
18.	If "Yes" again, . . . is it working?	<input type="radio"/> Yes <input checked="" type="radio"/> No		
19.	Do you feel good about this project's PS/DM process? . . . Do you feel it is the best feasible process?	<input type="radio"/> Yes <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> No		
21.	Can you think of some PAIs who just don't feel right about your PS/DM process?	<input type="radio"/> No <input checked="" type="radio"/> 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="radio"/> No <input checked="" type="radio"/> Yes			
b.. Some PAIs' priorities, . . . concerns, . . . values . . . might change?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
c.. Some people's perceptions are likely to change significantly?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
d.. People will forget what you're doing, . . . why, . . . and how you are doing it?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
e.. Fresh people -- people who previously were not involved -- join the process?	<input type="radio"/> No <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> No			
b.. Does your team consciously try to identify, and make, such needed changes before they are demanded by PAIs?	<input type="radio"/> Yes <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> No			
b.. Project decisions -- once formally made -- tend to stick? . . . ie. They don't get appealed and reversed?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
c.. One can count on formally adopted plans to get implemented?	<input type="radio"/> Yes <input checked="" type="radio"/> No			
d.. Plans that are implemented actually work? ie. . . . They really do solve the problems they were supposed to solve?	<input type="radio"/> Yes <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> No			
5. Can you think of specific aspects of this project's DM process that are bound to be questioned?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
6. Do some PAIs have serious doubts about:				
a.. the competence of any and all government?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
b.. the competence of your type of agency?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
c.. the legitimacy and / or competence of the professions involved in this project?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
d.. the legitimacy and / or competence of your project team?	<input type="radio"/> No <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> No			
b.. Informed Consent may be harder to get in the future than it has been in the past?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
c.. The public's trust toward government -- or lack of it -- appears to be getting worse?	<input type="radio"/> No <input checked="" type="radio"/> Yes			
8. Is your PS/DM process designed to deal with . . . and counter . . . the problems you have identified above?	<input type="radio"/> Yes <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> 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="radio"/> Yes <input checked="" type="radio"/> 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="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 # 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: a.. <i>Why</i> your agency is working on this project? b.. What the <i>history of decision-points</i> has been, to date, on this project? c.. Why you're doing what you're doing?	Yes <input type="radio"/> No Yes <input type="radio"/> No Yes <input type="radio"/> No			
2.. Do all of <i>the PAIs</i> have a reasonable grasp of: a.. <i>Why</i> your agency is working on this problem? b.. What the <i>history of decision-points</i> has been, to date, on this project? c.. <i>Why</i> you're doing what you're doing?	Yes <input type="radio"/> No Yes <input type="radio"/> No Yes <input type="radio"/> No			
3.. Are you intimately familiar with your project's <i>history of decisions</i> to date?	Yes <input type="radio"/> No			
4.. Are the <i>PAIs</i> sufficiently familiar with that history?	Yes <input type="radio"/> No			
5.. Is the history of your project's decision-points to date spelled out in a <i>concise, easy-to-understand write-up</i> ?	Yes <input type="radio"/> No			
6.. Are all of the major assumptions that are built into your project spelled out in a <i>succinct, . . . easy-to-understand . . . write-up</i> ?	Yes <input type="radio"/> No			
7.. Do <i>the professionals on your team</i> fully understand each of the major assumptions and earlier decisions that are built into this project?	Yes <input type="radio"/> No			
8.. Do <i>the political decision-makers</i> , whom you'll ultimately have to persuade, fully understand each of the major assumptions and earlier decisions that are built into this project?	Yes <input type="radio"/> No			
9.. Do the <i>various other PAIs</i> have a sufficient grasp of all the major assumptions and earlier decisions that are at the root of this project?	Yes <input type="radio"/> No			
10.. Do they -- or will they -- accept those assumptions and earlier decisions as <i>valid</i> ?	Yes <input type="radio"/> No			
11.. Do all those assumptions and earlier decisions still make good sense today? . . . Can you defend them in front of opponents?	Yes <input type="radio"/> No			
12.. Have you formally <i>re-examined</i> all past and current project-related assumptions and earlier decisions within the last 12 months?	Yes <input type="radio"/> No			
13.. If "Yes", have <i>the PAIs</i> been party to that re-examination?	Yes <input type="radio"/> No			
14.. Have you taken whatever <i>corrective action</i> is warranted by your re-examination?	Yes <input type="radio"/> No			
15.. Are your <i>PAIs'</i> positions based on assumptions that are <i>different</i> from yours?	No <input type="radio"/> Yes			
16.. Do <i>you</i> truly feel that it would be irresponsible if your agency did <i>not</i> do what it <i>is</i> doing on this project?	Yes <input type="radio"/> No			
17.. Can you think of <i>PAIs</i> who <i>don't</i> see it that way?	No <input type="radio"/> Yes <input type="radio"/> Yes			
18.. If "Yes", do they see it differently because: a.. They have some <i>misperceptions</i> ? b.. You <i>failed to bring them along</i> , when you made some of those -- perfectly valid -- earlier decisions and assumptions?	No <input type="radio"/> Yes No <input type="radio"/> Yes			
19.. Can you think of <i>PAIs</i> who do <i>not</i> understand that your current work is proceeding on the basis of the most current, . . . most valid information, . . . and the most prudent assumptions?	No <input type="radio"/> Yes			
20.. Are there issues that opponents have raised -- or will raise -- <i>issues that you wish they would not bring up because, you feel, you are on a weak footing with your answers</i> ?	No <input type="radio"/> Yes			
21.. Do you use a <i>routine procedure</i> to examine project-related assumptions and earlier decisions?	Yes <input type="radio"/> No			
22.. In light of current knowledge, . . . current values, . . . current priorities, . . . <i>does this project still make good sense</i> ?	Yes <input type="radio"/> No			
23.. To the degree that there <i>are</i> assumptions and earlier decisions that are shaky, . . . <i>are you personally doing all you can</i> , to get those shaky assumptions and or decisions shaped up?	Yes <input type="radio"/> No			
24.. To the degree that there <i>are</i> important assumptions and earlier decisions that your publics or your political decision-makers still have <i>not grasped</i> , . . . <i>are you personally doing everything that you can</i> , . . . to make sure they'll "get it"?	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 # 6 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="radio"/> Yes <input type="radio"/> No			
b. all the interests who will be indirectly affected by your project? . . . including: secondary . . . tertiary . . . effects ?	<input type="radio"/> Yes <input type="radio"/> No			
c. all the interests who -- in fact -- will not be affected; . . . but, who think they will be affected?	<input type="radio"/> Yes <input type="radio"/> No			
d. the interests who -- for some other reason -- may want to . . . or need to . . . get involved?	<input type="radio"/> Yes <input type="radio"/> No			
2. Do you know each of these interests well enough?	<input type="radio"/> Yes <input type="radio"/> No			
3. Do you have direct contact with:				
a. those PAIs who are generally difficult to understand ?	<input type="radio"/> Yes <input type="radio"/> 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="radio"/> Yes <input type="radio"/> No			
c. those PAIs who differ culturally from you?	<input type="radio"/> Yes <input type="radio"/> No			
d. those PAIs who differ in any other major way from you? . . . eg. in ethnicity, . . . in religion, . . . in political philosophy, etc. . . . ?	<input type="radio"/> Yes <input type="radio"/> No			
e. those PAIs who will experience significant negative impacts from your project?	<input type="radio"/> Yes <input type="radio"/> No			
f. those PAIs who are likely to be opposed for some other reason? . . . For some reason other than negative impacts?	<input type="radio"/> Yes <input type="radio"/> No			
g. those PAIs who don't -- but should -- attend public meetings ?	<input type="radio"/> Yes <input type="radio"/> No			
h. those PAIs who attend meetings, but who never speak up? . . . and should speak up?	<input type="radio"/> Yes <input type="radio"/> No			
i. those PAIs who just don't get involved -- . . . but should . . . ?	<input type="radio"/> Yes <input type="radio"/> No			
4. Do you have a good understanding of your PAIs' values ?	<input type="radio"/> Yes <input type="radio"/> No			
5. Do you know the whole relevant community well enough to be reasonably confident that you are not overlooking some PAI ?	<input type="radio"/> Yes <input type="radio"/> No			
6. Do you -- for the current status of the project -- have a sufficiently firm handle on:	<input type="radio"/> Yes <input type="radio"/> No			
a. Who are this project's PAIs?	<input type="radio"/> Yes <input type="radio"/> No			
b. What makes each one of them tick? . . . ie. . . . What are they thinking?	<input type="radio"/> Yes <input type="radio"/> No			
c. How will you and your project be affecting each of them?	<input type="radio"/> Yes <input type="radio"/> No			
d. What are the key issues that each one of them is -- or ought to be -- interested in?	<input type="radio"/> Yes <input type="radio"/> 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="radio"/> 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 # 7 Get to See the Project Through Their Eyes		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="radio"/> Yes <input type="radio"/> No			
b. <i>dislikes?</i>	<input type="radio"/> Yes <input type="radio"/> No			
c. <i>hopes, dreams, and aspirations?</i>	<input type="radio"/> Yes <input type="radio"/> No			
d. <i>worries and fears?</i>	<input type="radio"/> Yes <input type="radio"/> No			
e. <i>biases and prejudices?</i>	<input type="radio"/> Yes <input type="radio"/> No			
f. <i>current major issues?</i>	<input type="radio"/> Yes <input type="radio"/> No			
2. Can you say with confidence that you know:				
a. how each PAI perceives <i>the problem you're working on?</i>	<input type="radio"/> Yes <input type="radio"/> No			
b. how each PAI perceives <i>the range of possible solutions -- or options -- that exist for solving the problem?</i>	<input type="radio"/> Yes <input type="radio"/> No			
c. how each PAI perceives <i>the costs, . . . the benefits, . . . and other impacts . . . associated with each of the alternatives? . . . including: long-term, . . . short-term; . . . direct, . . . indirect; . . . aggregate, . . . and discrete . . . ?</i>	<input type="radio"/> Yes <input type="radio"/> No			
d. how each PAI perceives <i>the distribution of all these impacts? . . . And the fairness -- or unfairness -- of that distribution? . . .</i>	<input type="radio"/> Yes <input type="radio"/> No			
e. how each PAI perceives <i>the Null-Alternative and its consequences?</i>	<input type="radio"/> Yes <input type="radio"/> No			
f. <i>what each PAI's perception is of all the circumstances that can bring about the Null-Alternative? . . . and its unavoidable consequences?</i>	<input type="radio"/> Yes <input type="radio"/> No			
3. Do you know each PAI well enough, where you feel that you have <i>a good understanding</i> of:				
a. how each PAI perceives <i>you and your agency?</i>	<input type="radio"/> Yes <input type="radio"/> No			
b. how each PAI perceives your <i>mission? . . . your responsibility? . . . your mandate? . . . your resources and your resource limitations and constraints?</i>	<input type="radio"/> Yes <input type="radio"/> No			
c. how the various PAIs perceive <i>their roles -- and the roles of others -- in your PS/DM process?</i>	<input type="radio"/> Yes <input type="radio"/> No			
4. Do you avail yourself of the opportunity to observe -- and to listen to -- your PAIs <i>in a non-threatening, . . . informal setting?</i>	<input type="radio"/> Yes <input type="radio"/> No			
5. Is your interaction with <i>any</i> of the PAIs limited to the kind of <i>formal interaction</i> like in: public hearings, . . . formal meetings, . . . surveys, . . . petitions, . . . dealing through attorneys, . . . appeals, . . . etc.?	<input type="radio"/> No <input type="radio"/> Yes			
6. Do all of the PAIs realize, that <i>you're making a real effort, to understand all of them? . . . their concerns? . . . their needs? . . . their views?</i>	<input type="radio"/> Yes <input type="radio"/> No			
7. Are you?	<input type="radio"/> Yes <input type="radio"/> No			

Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 8	CP Techniques / Tools (Your CP Actions)
<p>PAI = Potentially Affected Interest</p> <p>CP = Citizen Participation</p> <p>PS/DM = Problem-Solving and Decision-Making</p> <p style="text-align: center;">Worksheet for Assessing Your CP-Needs Relative to:</p> <p style="text-align: center;">CP Objective # 8</p> <p style="text-align: right;">A 8</p> <p style="text-align: center;">Identify All Potentially Relevant Problems</p>				
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?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
2.	Do you have a reasonably thorough understanding of each of the problems that your project will cause some PAIs?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
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?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
4.	Do you have a reasonably comprehensive "shopping list of problems" , including:			
	a. all the problems you and your project may be creating for someone?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
	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?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
	c. problems that your kind of problem has caused elsewhere? . . . or in the past?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
5.	If "Yes", have you written them up in a simple, . . . succinct, and understandable format, so the average lay person can understand them?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
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?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
7.	Do all the PAIs have a reasonably accurate picture of:			
	a. the negative effects they -- themselves -- will experience?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
	b. the negative effects your project will have on other PAIs? . . .	Yes <input type="radio"/> No <input checked="" type="radio"/>		
	c. the scope, . . . the scale, . . . of these negative effects -- compared to the scale, of the Null-Alternative?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
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?	Yes <input type="radio"/> No <input checked="" type="radio"/>		
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?	Yes <input type="radio"/> No <input checked="" type="radio"/>		

Our Questions		Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 9	CP Techniques / Tools (Your CP Actions)
<p>PAI = Potentially Affected Interest</p> <p>CP = Citizen Participation</p> <p>PS/DM = Problem-Solving and Decision-Making</p> <p style="text-align: center;">Worksheet for Assessing Your CP-Needs Relative to:</p> <p style="text-align: center;">CP Objective # 9</p> <p style="text-align: right;">A 9</p> <p style="text-align: center;">Generate Solutions</p>				
1.	Have you done all you can -- short of compromising your mission:	<input type="radio"/> Yes		
	a.. to avoid creating problems for PAIs?	<input type="radio"/> No		
	b.. to minimize the effects of problems that your project is creating?	<input type="radio"/> Yes		
		<input type="radio"/> No		
	c.. to ameliorate negative effects when at all possible?	<input type="radio"/> Yes		
		<input type="radio"/> No		
	d.. to compensate for damage when that's possible?	<input type="radio"/> 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 breakthrough solutions?	<input type="radio"/> Yes		
		<input type="radio"/> No		
3.	Do all the PAIs realize:			
	a.. that you need all the good ideas you can get from them?	<input type="radio"/> Yes		
		<input type="radio"/> No		
	b.. that you welcome and appreciate constructive suggestions?	<input type="radio"/> Yes		
		<input type="radio"/> No		
	c.. that you'll give serious consideration to any suggestion -- no matter what its source?	<input type="radio"/> Yes		
		<input type="radio"/> No		
	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?	<input type="radio"/> 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?	<input type="radio"/> Yes		
		<input type="radio"/> No		
	b.. Have you identified who it is that could help? . . . which entities are in a position to help?	<input type="radio"/> Yes		
		<input type="radio"/> No		
	c.. Are you doing what you can, to get them to help ?	<input type="radio"/> 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?	<input type="radio"/> 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?	<input type="radio"/> 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 ?	<input type="radio"/> Yes		
		<input type="radio"/> No		
	b.. all of the potentially relevant solutions that have been used elsewhere on similar problems?	<input type="radio"/> Yes		
		<input type="radio"/> No		
	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?	<input type="radio"/> 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?	<input type="radio"/> 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?	<input type="radio"/> Yes		
		<input type="radio"/> No		
	b.. for other problems that -- although they are not caused by your project -- may affect PAIs' reactions to your project?	<input type="radio"/> Yes		
		<input type="radio"/> No		
	c.. for problems that -- although they are not your responsibility to solve -- your project has the potential to help solve ?	<input type="radio"/> 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?	<input type="radio"/> Yes		
		<input type="radio"/> No		
	b.. to minimize the harmful impacts ?	<input type="radio"/> Yes		
		<input type="radio"/> No		

PAI = Potentially Affected Interest		Worksheet for Assessing Your CP-Needs Relative to:		A	10
CP = Citizen Participation		CP Objective # 10			
PS/DM = Problem-Solving and Decision-Making		Articulate and Clarify the Key Issues			
Our Questions	Your Answers	Your Specific CP-Needs; . . . What needs fixing to accomplish CP Objective # 10	CP Techniques / Tools (Your CP Actions)		
1.. Can you think of projects (in your field) where distorted, or phony, or Red Herring issues, or lies:	No <input checked="" type="radio"/> Yes				
a. . . were raised by opponents?	No <input checked="" type="radio"/> Yes				
b. . . created an uninformed / misinformed public?	No <input checked="" type="radio"/> Yes				
c. . . wound up dominating the public debate?	No <input checked="" type="radio"/> Yes				
d. . . wound up dominating the political debate?	No <input checked="" type="radio"/> Yes				
2.. On this current project, have you identified and catalogued all the distorted issues, and phony issues, and Red Herrings, and lies:	Yes <input checked="" type="radio"/> No				
a. . . that have already been raised?	Yes <input checked="" type="radio"/> No				
b. . . that someone may yet be tempted to raise?	Yes <input checked="" type="radio"/> No				
3.. Can you think of projects (inside or outside your organization) where the project team lost -- or never had -- control of how the public debated :	No <input checked="" type="radio"/> Yes				
a. . . the project's most negative impacts?	No <input checked="" type="radio"/> Yes				
b. . . the project's most sensitive issues?	No <input checked="" type="radio"/> Yes				
c. . . the issues that were central to that project?	No <input checked="" type="radio"/> Yes				
4.. Considering real issues -- rather than distorted, or phony, or Red Herring issues, or lies:					
a. . . Have you identified and catalogued your project's most negative impacts and sensitive issues?	Yes <input checked="" type="radio"/> No				
b. . . Can opponents, by controlling the public debate about these issues, cause you grief ?	No <input checked="" type="radio"/> Yes				
c. . . Are you doing all you can do to make sure you will not lose control of how the public deals with these issues?	No <input checked="" type="radio"/> Yes				
d. . . Do all your various publics realize that you are consistently the first and best source of information about any and all negative impacts and sensitive issues?	Yes <input checked="" type="radio"/> No				
5.. Do all PAIs have an adequate grasp of the impacts associated with each alternative solution?	Yes <input checked="" type="radio"/> No				
6.. Do all PAIs understand what the key issues are in selecting one alternative over another ?	Yes <input checked="" type="radio"/> No				
7.. Have you articulated in simple , . . .					
. . . unmistakable terms :					
a. . . what the key issues are in choosing one alternative solution over another?	Yes <input checked="" type="radio"/> 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?	Yes <input checked="" type="radio"/> No				
8.. Have you spelled out in clear, . . . plain, . . . simple language what the Null-Alternative scenario will be like if it comes to pass?	Yes <input checked="" type="radio"/> No				
9.. Have you articulated the Null-Alternative in as "grabbing" a way as is possible -- without exaggerating it?	Yes <input checked="" type="radio"/> No				
10.. Do all of the PAIs understand :					
a. . . what consequences the Null-Alternative will have for themselves ?	Yes <input checked="" type="radio"/> No				
b. . . what consequences the Null-Alternative will have for the other PAIs ?	Yes <input checked="" type="radio"/> No				
c. . . that failure to develop Informed Consent on a solution will -- automatically -- result in the Null-Alternative?	Yes <input checked="" type="radio"/> No				
11.. 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?	Yes <input checked="" type="radio"/> No				
12.. Can you honestly say that:					
a. . . You have put your finger on the real gut-issues that have to be debated?	Yes <input checked="" type="radio"/> No				
b. . . In doing so, you make no bones about calling a spade a "spade" ?	Yes <input checked="" type="radio"/> No				
c. . . You have done all you can to cut through the volume, the complexity, and the jargon of the technical analysis?	Yes <input checked="" type="radio"/> No				
d. . . Political decision-makers and other PAIs will not feel "snowed", . . . "swamped", . . . or over-whelmed by your technical work?	Yes <input checked="" type="radio"/> No				
13.. 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 ?	Yes <input checked="" type="radio"/> No				

PAI = Potentially Affected Interest		Worksheet for Assessing Your CP-Needs Relative to:	
CP = Citizen Participation		CP Objective # 11	
PS/DM = Problem-Solving and Decision-Making		Nurture and Protect Your Credibility	
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 type="radio"/> No <input type="radio"/>	
2..	Do all the PAIs believe everything your project team puts out?	Yes <input type="radio"/> No <input type="radio"/>	
3..	Do all the PAIs believe everything you . . . personally . . . say?	Yes <input type="radio"/> No <input type="radio"/>	
4..	Are you sure that the way you deal with the media enhances your credibility with them?	Yes <input type="radio"/> No <input type="radio"/>	
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 type="radio"/> No <input type="radio"/>	
6..	Are you aggressively using the media to build your credibility with your PAIs?	Yes <input type="radio"/> No <input type="radio"/>	
7..	Are you absolutely sure that your media-policy does not damage your public credibility?	Yes <input type="radio"/> No <input type="radio"/>	
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? b.. Did the controversy damage your agency's credibility?	Yes <input type="radio"/> No <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/>	
9..	Do you have a clear policy for talking to the press, and to the PAIs, about sensitive issues?	Yes <input type="radio"/> No <input type="radio"/>	
10..	If "Yes": a.. Is the policy designed to protect and enhance your credibility? b.. If "Yes" again, is the policy understood by everyone on the team and in the agency? c.. If "Yes" a third time, is the policy followed ?	Yes <input type="radio"/> No <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/>	
11..	Are you forthcoming and 100% candid : a.. about all important issues? b.. about issues that are potentially unflattering or embarrassing ?	Yes <input type="radio"/> No <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/>	
12..	Do all the PAIs find that you consistently are the first and the best source of project and impact information? . . . i.e. For information that's unfavorable to your project, . . . as well as for information that's favorable . . . ?	Yes <input type="radio"/> No <input type="radio"/>	
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 type="radio"/> No <input type="radio"/>	
14..	Are there any PAIs who believe -- or suspect -- that you have a hidden agenda?	Yes <input type="radio"/> No <input type="radio"/>	
15..	Or, . . . do you?	Yes <input type="radio"/> No <input type="radio"/>	
16..	If "Yes" to #14 . . . (and "No" to #15): a.. Is your approach to dealing with these PAIs designed to change their views ? b.. Is your way of dealing with the "Suspected - Hidden - Agenda" issue . . . designed to alleviate that suspicion ? c.. Are your media-relations policies designed to alleviate these PAIs cynicism? d.. Are your crisis-management media-relations policies designed to create public trust and respect?	Yes <input type="radio"/> No <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/>	
17..	Do all the PAIs -- including your fiercest opponents -- respect you and trust you and your agency?	Yes <input type="radio"/> No <input type="radio"/>	
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 type="radio"/> Yes <input type="radio"/>	

PAI = Potentially Affected Interest		Worksheet for Assessing Your CP-Needs Relative to:	
CP = Citizen Participation		CP Objective # 12	
PS/DM = Problem-Solving and Decision-Making		Have Your Communications Received and Understood	
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="radio"/> No <input checked="" type="radio"/> Yes	
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="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Yes <input checked="" type="radio"/> No	
3..	Can you think of PAIs who don't know what consequences the Null-Alternative will have . . . but who need to know ?	<input type="radio"/> No <input checked="" type="radio"/> Yes	
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="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Yes <input checked="" type="radio"/> No	
5..	Can you think of PAIs who don't understand one or more of the key issues ?	<input type="radio"/> No <input checked="" type="radio"/> Yes	
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="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Yes <input checked="" type="radio"/> No	
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="radio"/> No <input checked="" type="radio"/> Yes	
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="radio"/> No <input checked="" type="radio"/> Yes <input type="radio"/> Yes <input checked="" type="radio"/> No	
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="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Yes <input checked="" type="radio"/> No	
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="radio"/> Yes <input checked="" type="radio"/> No	
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="radio"/> No <input checked="" type="radio"/> Yes <input type="radio"/> Yes <input checked="" type="radio"/> No	
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="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Yes <input checked="" type="radio"/> No	
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="radio"/> Yes <input checked="" type="radio"/> No	
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="radio"/> Yes <input checked="" type="radio"/> No <input type="radio"/> Yes <input checked="" type="radio"/> No	

PAI = Potentially Affected Interest		Worksheet for Assessing Your CP-Needs Relative to:	
CP = Citizen Participation		CP Objective # 13	
PS/DM = Problem-Solving and Decision-Making		Receive and Understand Information that's Communicated to You	
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?	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?	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?	No <input checked="" type="radio"/> Yes	
3..	Are you hearing from every PAI on a sufficiently regular basis?	Yes <input checked="" type="radio"/> No	
4..	If "No": a.. Is that serious?	No <input checked="" type="radio"/> Yes	
	b.. Are you going to do something about it?	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"?	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?	Yes <input checked="" type="radio"/> No	
	c.. Does your team promptly evaluate all the "Input" ideas that it gets from the PAIs?	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?	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?	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?	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?	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?	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")	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"?	No <input checked="" type="radio"/> Yes	
10..	Considering "Attitude Surveys" and "Opinion Polls", as CP Techniques: a.. Have you used them on this project?	No <input checked="" type="radio"/> Yes	
	b.. Is your team considering using them?	No <input checked="" type="radio"/> Yes	
	c.. Has your agency used them on other projects?	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"?	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?	Yes <input checked="" type="radio"/> No	
	b.. Is a substantial percentage of the "Input" PAIs give you stuff your team already knows?	No <input checked="" type="radio"/> Yes	
	c.. Is a substantial percentage of the "Input" PAIs give you "Real Input" . . . as in (12.a) above?	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"?	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 Yes			<input type="checkbox"/>
b. Their support of your project is based on a matter of principle? . . . ie. because your project champions a worthy principle?	No Yes			<input type="checkbox"/>
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 Yes			<input type="checkbox"/>
b. They see people who don't agree with them as "enemies" ?	No Yes			<input type="checkbox"/>
3. Do you, or any of your team members, ever feel: a. Some of these PAIs are your enemies ?	No Yes			<input type="checkbox"/>
b. It's them against us. . . We've got to defeat them, . . . after all they're trying to defeat us?	No Yes			<input type="checkbox"/>
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 Yes			<input type="checkbox"/>
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 Yes			<input type="checkbox"/>
b. Your project is part of an evil plot by government to deprive people of their freedoms?	No Yes			<input type="checkbox"/>
c. Government, . . . all government, . . . is inherently bad, . . . even evil?	No Yes			<input type="checkbox"/>
5. Do you have PAIs who claim that this project: a. is the result of an unfair decision-making process?	No Yes			<input type="checkbox"/>
b. violates their rights?	No Yes			<input type="checkbox"/>
c. violates their personal freedoms?	No Yes			<input type="checkbox"/>
d. violates government's responsibilities?	No Yes			<input type="checkbox"/>
e. constitutes abuse of power?	No Yes			<input type="checkbox"/>
f. violates the letter of the law?	No Yes			<input type="checkbox"/>
g. violates the spirit of the law?	No Yes			<input type="checkbox"/>
h. violates the Constitutions?	No Yes			<input type="checkbox"/>
i. violates the law of God and Nature?	No Yes			<input type="checkbox"/>
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 No			<input type="checkbox"/>
b. can you imagine a case that would violate your concept of personal rights? . . . and how you'd react?	Yes No			<input type="checkbox"/>
c. can you imagine a case that would violate your concept of personal freedoms? . . . and how you'd react?	Yes No			<input type="checkbox"/>
d. can you imagine a case that would violate your sense of governmental responsibility? . . . and how you'd react?	Yes No			<input type="checkbox"/>
e. can you imagine a case that would constitute abuse of power against you? . . . and how you'd react?	Yes No			<input type="checkbox"/>
f. can you imagine a case where you feel governmental action would violate the law? . . . and how you'd react?	Yes No			<input type="checkbox"/>
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 No			<input type="checkbox"/>
h. can you imagine a case where you feel government would be violating the Constitution? . . . and how you'd react?	Yes No			<input type="checkbox"/>
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 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 # 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 antaonism: a. between some of the PAIs?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
b. between you . . . personally . . . and some of the PAIs?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
c. between your agency and some of the PAIs?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
2. Is it likely that hard feelings from the past will interfere with your Consent-building efforts?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
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 type="checkbox"/>
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 type="checkbox"/>
5. Are you doing all you can , to lessen conflict?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
6. Is this project drawing fire from people who are really angry about something else?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
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 type="checkbox"/>
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 type="checkbox"/>
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 type="checkbox"/>
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 type="checkbox"/>
11. Does the public debate about this project ever deteriorate into: a. personal attacks?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
b. attempts at intimidation? . . . eq. threats of economic reprisals? . . . threats of violence?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
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 type="checkbox"/>
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 type="checkbox"/>
14. Do some PAIs hate each other?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
15. Do any of the PAIs hate you? . . . or your team members? . . . or others in your agency?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
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 type="checkbox"/>
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 type="checkbox"/>
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: a. Would it hurt your project if the some PAIs got hold of those tapes?	No <input checked="" type="radio"/> Yes			<input type="checkbox"/>
b. Would it help your project if their content were widely disseminated by the mass media?	Yes <input checked="" type="radio"/> No			<input type="checkbox"/>
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 type="checkbox"/>