

# IAP2 USA | 2017 Membership Survey Report

MAY 2017

# P2 = Public Participation

*Public participation is any process that involves the public in problem solving or decision-making and uses public input to make sustainable decisions.*

*-International Association for Public Participation*

# EXECUTIVE SUMMARY



The IAP2 USA survey was live from March 7, 2017 to March 21, 2017 and was promoted through the IAP2 USA newsletter, email blasts, website, and social media. The survey received 173 responses, achieving a 16% response rate. Three major themes emerged from the survey results:

**COMMUNITY.** Survey respondents want to connect on a local level, in particular, through their local chapter. They also most often engage through through IAP2 USA's email blasts, newsletter, and website.

**TOOLS & TECHNIQUES.** Members want to hear about what other people have tried, what works in certain situations, and what's on the cutting edge of the P2 practice. Specifically, respondents said in program-related questions that they would like for there to be more tangible take aways.

**THE ROLE OF IAP2.** IAP2 USA is perceived as a force with the ability to unify and address some of the more difficult issues of our time. Respondents said that IAP2 USA should be at the forefront, leading the way setting the standard for good P2.

*“IAP2 USA raises the standards of our profession.”*

# INTRODUCTION



IAP2 USA conducted its 2017 membership survey in order to obtain a better understanding of how members were utilizing and enjoying their membership. Specifically, IAP2 USA wanted to know if members were aware of all the programs and services their membership made available, if they were using these services, and

whether they were satisfied. IAP2 USA also asked about what topics and challenges members wanted to see addressed in future webinars, trainings, and research, and what role members believed IAP2 USA should play in addressing these future challenges.

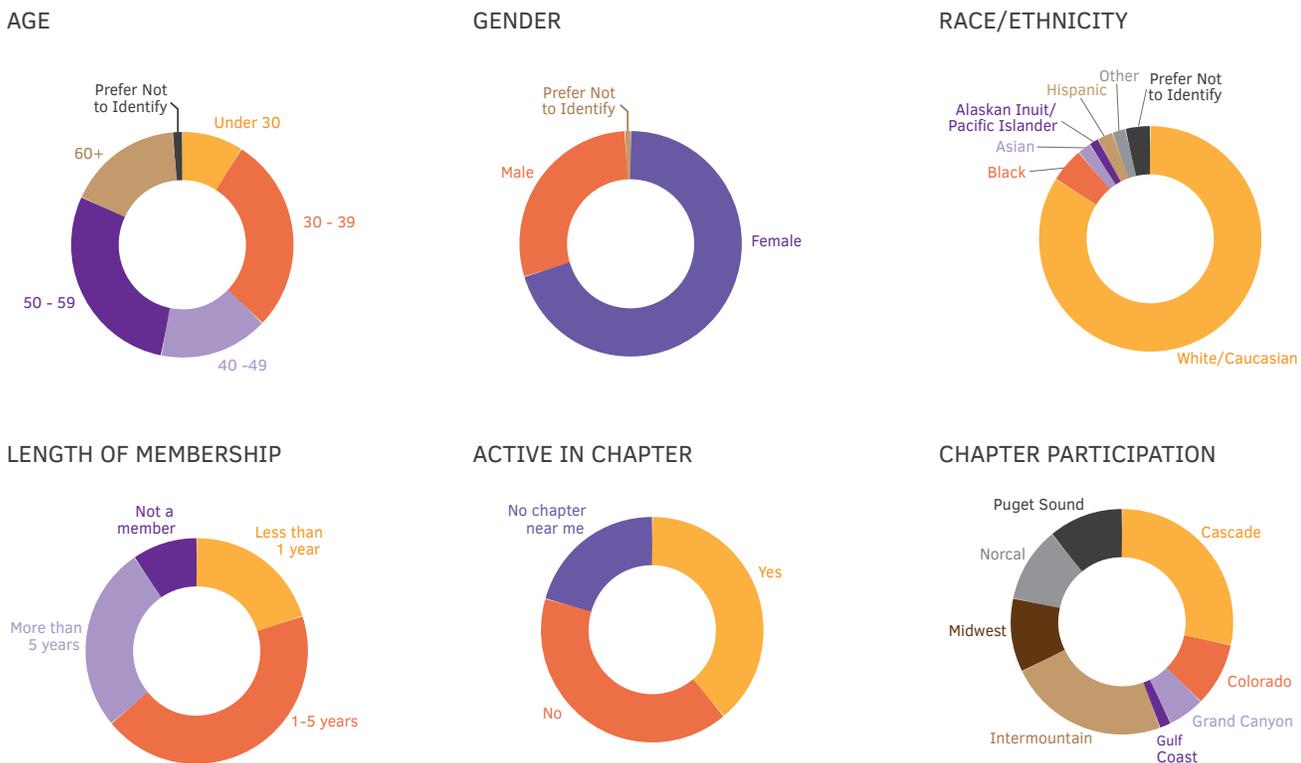
## WHO RESPONDED TO THE SURVEY?

The survey was live from March 7, 2017 to March 21, 2017 and was promoted on IAP2 USA's Facebook, LinkedIn, and Twitter profiles as well as in the monthly newsletter and three times by email blast. The survey received 173 responses. Since the survey was promoted through channels not exclusive to IAP2 USA members, some respondents were people who had taken IAP2 USA classes or had otherwise been involved in an IAP2 USA event, but are not currently members. However, this only represented nine percent of respondents.<sup>1</sup> The remaining

157 responses from members represent a 16% response rate to the survey. Figure 1 displays some demographic and chapter-based data about who made up the 173 survey respondents. This report provides a summary of those responses and some reflections on the implications of the themes that emerged. The comprehensive results, including all of the responses to the open-ended questions are available in Appendix A.

Figure 1 shows who made up the 173 survey respondents.

Figure 1. Participant Characteristics



<sup>1</sup> These responses are included in the larger analysis of the survey.



# SURVEY RESPONSE SUMMARY

## IAP2 USA TODAY

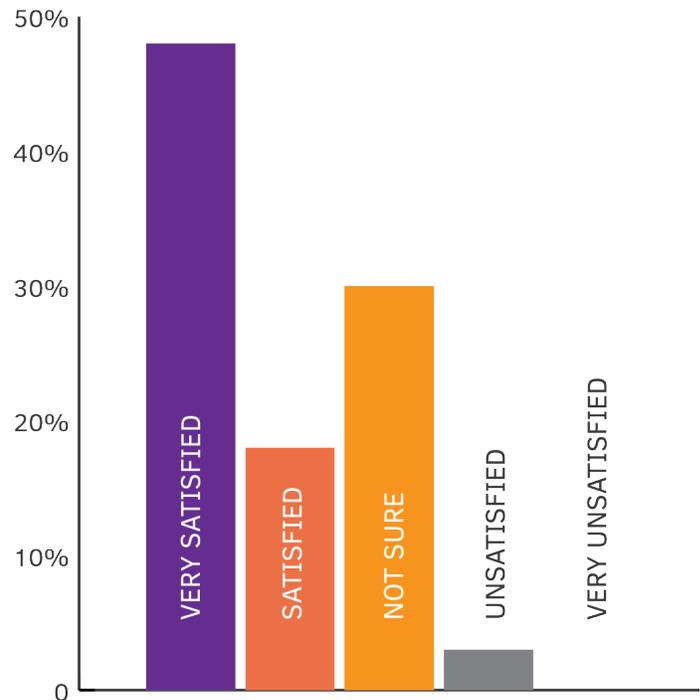
A majority of people are very satisfied or satisfied with their IAP2 USA membership, 48% and 18%, respectively (see Figure 3). This is a marked improvement from the previous membership survey in 2014 at which time nine percent of respondents said they were very satisfied and 50% said they were satisfied. This means an overall seven point increase in the number of people who are very satisfied or satisfied, and an improvement in services that has mean more people would describe themselves as very satisfied. Additionally, the number of people who said they were dissatisfied decreased from 13% in 2014 to three percent in 2017.

However, the second highest number of respondents (after those who said they were very satisfied) were those who said they were “Not Sure” (30%) about their satisfaction. When asked to elaborate on their satisfaction rating, the most common reason people said they were unsure about their satisfaction level with their membership was a lack of some type of engagement. In some cases this means that they were new to the organization and hadn’t yet taken advantage of the services available; a few said they were not sure where to start. In other cases this lack of engagement was because of the absence of a local chapter with which they could engage.

When asked about the primary benefits of their IAP2 USA membership, respondents rated “Access to professional development/best practices resources” (73%) and “Networking and connecting with other practitioners” (68%) the highest. As discussed below, most of the suggestions for IAP2 USA’s programs and services revolve around creating professional development resources at every level (entry to advanced) as well as more opportunities for members to interact with one another. In addition, 45% of respondents believe that IAP2 USA memberships are beneficial because they provide the “Credibility and recognition of belonging to IAP2 USA.” Discounted training and conference registration were seen as equally beneficial (36%), though clearly less so than professional development, connecting with other practitioners, and IAP2 USA’s credibility.

*“The North American Conference was helpful to learn best practices.”*

Figure 2. IAP2 USA Satisfaction



## CURRENT PROGRAMS

Respondents were asked to rate their satisfaction level with the various programs that IAP2 USA offers. However, in several cases, more people responded than have participated in the program. Figure 3 shows all of the people who chose an answer other than “Have Not Participated in the Program.” This responses as shown in Figure 3 likely reflect a combination of respondents’ experiences with the programs as well as their awareness of the program. Ten percent of respondents had never participated in any IAP2 USA programs. Future versions of this questions should ask respondents to select the programs in which they have participated and then funnel those answers to ask about their satisfaction with those programs.

Respondents provided recommendations for programs they’d like to see that are not currently being offered. A common theme was that they would like to see more activities available through local chapters. Respondents also said they would like to see programs that are targeted to a wider variety of experience levels, potentially including a lower-level certification, a P2 101 class, a refresher course for people who have already

# SURVEY RESPONSE SUMMARY

Figure 3. Program Satisfaction



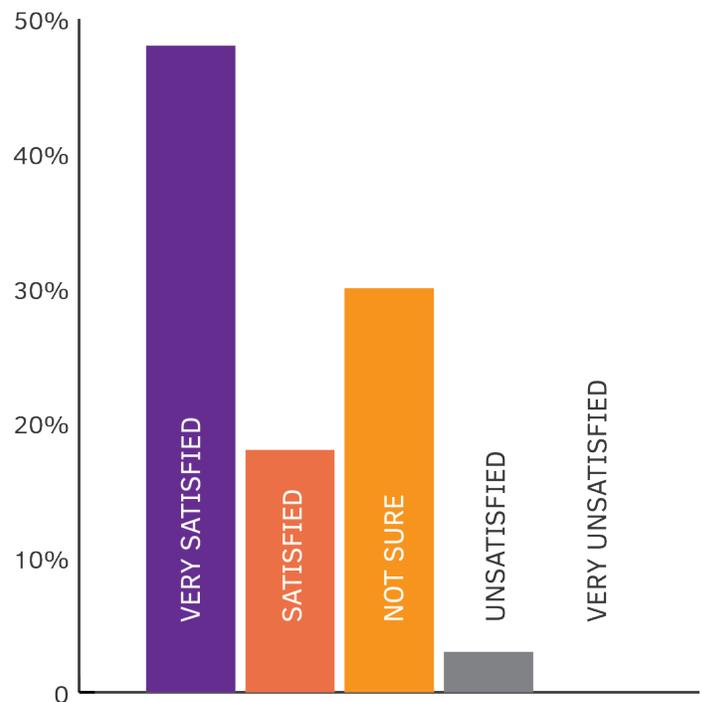
received the Professional Certification, and advanced practitioner training events. Members would also like for IAP2 USA to provide more easy-to-use resources such as how-tos, guides, and templates for different P2 techniques.

## COMMUNICATIONS

Respondents were asked how often they would like to receive IAP2 USA communications through various mediums (newsletter, email, blog, social media, etc.). Overall, respondents said that they are being reached and believe that IAP2 USA is doing a good (52%) or excellent (17%) job communicating with members (see Figure 4). The main theme that emerged around frequency of communications was that it should be driven by content. As one respondent said, “Only send when there is something to say.”

These questions revealed a few other interesting facts. The most popular ways for people to receive information were by email, newsletter, and the website. About one-third of respondents are not using social media to get their information about IAP2 USA. Indeed, the role social media does and will continue to play is hard to determine. Those who are following IAP2 USA on social media said they believe that IAP2 USA provides some interesting information (30% agree or strongly agree), but fewer believe the social media activity provides a good opportunity to communicate and engage with other members (19% agree or strongly agree).

Figure 4. Communications Rating



A photograph of a conference room. In the foreground, several people are seated around a round table with a pink tablecloth, engaged in a workshop or meeting. They have papers, pens, and coffee cups on the table. In the background, a large screen displays a video of a riot, with a URL at the bottom: [https://en.wikipedia.org/wiki/2011\\_Vancouver\\_Stanley\\_Cup\\_riot](https://en.wikipedia.org/wiki/2011_Vancouver_Stanley_Cup_riot). The room is dimly lit, and a speaker is visible on the right wall.

[https://en.wikipedia.org/wiki/2011\\_Vancouver\\_Stanley\\_Cup\\_riot](https://en.wikipedia.org/wiki/2011_Vancouver_Stanley_Cup_riot)

***“The North American conferences are invaluable learning and networking opportunities.”***

# SURVEY RESPONSE SUMMARY

## FUTURE OFFERINGS

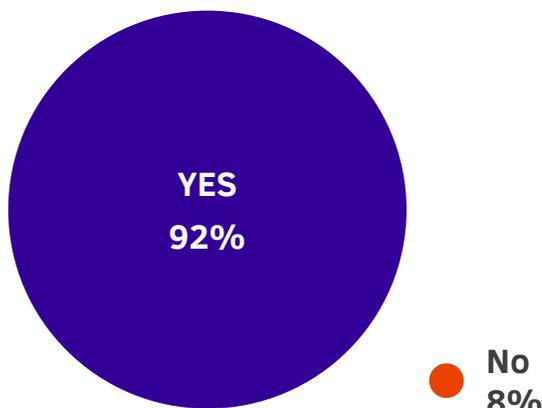
The following sections about certification, conferences, training, and strategic planning describe responses to questions about how IAP2 USA should proceed in the future.

### CERTIFICATION

IAP2 USA survey respondents are aware of the Professional Certification program- 92% said they knew it existed (see Figure 5). However, most respondents said that they were not sure/need more information (27%) or not likely (21%) to participate in this certification program in the next five years. Two main reasons for lack of interest in certification were cost and lack of perceived value. Respondents regularly said that the certification was cost prohibitive and more expensive than other comparable certifications offered by other organizations.

Lack of perceived value was described by respondents in a couple ways. Some people thought that the certification did not provide any additional education for those who had been in the field for a while. Additionally, respondents indicated that they believe the certification is not widely recognized and, therefore, does not provide enough value. Those who said they were likely often said that they wanted to commit the time and resources, but wanted to know more about the benefits others had seen from certification.

Figure 5. Professional Certification Awareness



### Members on the Professional Certification

*"I'm not sure of the value of the certification relative to my current work, and the cost is pretty prohibitive for a 'this might be nice' endeavor."*

*"My biggest hesitation is that I'm not sure getting certified will matter or will make a difference in what work I will be able to do."*

*"My concern with the Professional Certification is the high cost. Similar professional programs such as the more widely known Project Management Professional are only \$400 or so."*

### CONFERENCES

Over a quarter of the respondents said they were very likely or likely to attend the North American Conference in Denver, Colorado this year, which is promising in terms of selling out again this year. However, about as many people also said they were unsure (27%) if they would attend. Most of those who were unsure said that they were working out the logistics of paying for the conference or figuring out if they had the time to take off to attend it. Respondents who said they would not be likely to attend also cited cost and time as the primary issues. Often this was because they work in the public sector that did not have the funds available for the registration and travel costs, or could only prioritize one conference per year and a different one had been chosen.

*"I really want to attend this [North American Conference]. The theme really speaks to me. However I don't think my organization can fund the participant fee. I would even pay to fly myself there, but hotel and conference fees on top of that makes it quite expensive."*

# SURVEY RESPONSE SUMMARY



## HOT TOPICS

The survey asked respondents to list three “hot topics” they would like to learn more about at the 2017 North American Conference. The following P2 topics were the most often cited:

- How to reach people in an effort to increase inclusion and diversity
- De-escalation in public meetings and conflict management
- Divisiveness and the current political climate
- Overcoming apathy and getting people interested and excited to participate
- Evaluation of P2 to ensure it is being implemented well and/or was successfully implemented during a project
- P2 on a budget
- Building local capacity

## TRAINING

The survey asked respondents to indicate the format and length of training that they preferred. The most popular formats for training (in descending order of

popularity) were in person, webinar, online courses, and podcasts. Preferences for length of training was fairly equal for one hour, 2-3 hours, half day, and full day (40-50%). Multiple days was slightly less popular (29%), likely because of the cost and time associated with this type of commitment as respondents had described in their reasoning for not participating in the Professional Certification or 2017 North American Conference.

## IAP2 USA AND THE FUTURE OF P2

In response to a question about where IAP2 USA should focus in the coming years (Figure 6), most respondents wanted IAP2 USA to pursue strategic alliances (36%). This reflects the comments respondents made throughout the survey that partnerships with other organizations are needed in order to elevate the importance of P2. These partnerships could also serve to spread information about the certification that IAP2 USA offers, which would address respondent concerns about whether the certification will be seen as valuable in the job market.

The second most common response to this question was grassroots - supporting good P2 at the local level (24%). Perhaps the strongest theme running through the open-ended survey responses was the importance of local events and chapters as well as training to address P2 issues at the local level. The current political climate was often cited as a reason why good P2 at the local level of paramount importance.

Figure 6. Where IAP2 USA Should Focus



# SURVEY RESPONSE SUMMARY



## Research Needs

In response to an open-ended question about research needs to advance the practice of P2, three main topics emerged:

- How to quantify or evaluate P2 to determine whether it benefited a project and achieved its purpose and intent for appropriate engagement
- Diversity and inclusion in P2, specifically, how to reach groups that are typically underrepresented
- What is the return on investment for good P2. This topic would make the case for why P2 is important and what the most effective forms of P2 are, both generally and in specific situations. This topic could cover the utility and effectiveness of different P2 tools

## Challenges Members Face in P2

*“Convincing organizations/governments that they need this practice to have more successful projects.”*

*“Awareness that it’s a profession [and] that it isn’t the same as PR/marketing.”*

*“Socially and racially equitable P2 amid structures of power and privilege.”*

*“Evolution of technology (and danger of leaving people out because they don’t have access).”*

*“Getting citizens’ attention amidst the noise.”*

## Important Challenges

Respondents were asked to list the three challenges they saw as being the most important to the P2 practice, and the following themes emerged:

1. Limited time and budget to dedicate to good P2. As one respondent said, “money (it’s always money).”
2. Lack of appreciation for the P2 skill set. In particular, respondents said that P2 is not recognized as being important by management or the electeds where they work. There is a perception that anyone can construct a positive P2 process as opposed to it being a skill that requires training, collaboration, certification, etc. Respondents also noted that they worked with people or for organizations that had a “check the box” mentality towards P2.
3. Public disinterest or distrust during P2, either because of the current political climate that has fostered general skepticism towards public/governmental institutions or an historic lack of engagement in the community.
4. Reaching underrepresented groups and how to conduct socially and racially equitable P2. Of particular concern is how to create an open dialogue around issues that straddle these tensions.
5. Fighting against social media in terms of competing for the public’s attention during P2 events in the community and working against the spread of false information. As digital outreach is evolving, respondents also indicated that they must be aware of the “danger of leaving people out because they don’t have access.”
6. How to evaluate and assess P2 efforts at the end of a project. This final step in the P2 process was cited many times as being important in order to make the case for the benefit of incorporating P2 into all projects from the beginning.



*“[One of the most important challenges is] creating socially and racially equitable P2 amid structures of power and privilege.”*

# SURVEY RESPONSE SUMMARY



## Advancing the Practice

In the next five to ten years, respondents said that they believe the field of P2 will advance or change in terms of integration, technology, and scale. Many said that they believe P2 will become more integrated into related practices and become more widely recognized as an important component of all projects. While this rise will not be limited to the political arena, many cited the current political climate as the basis for increased momentum in public engagement and interest in public affairs.

Technology is widely believed among respondents to play an important role in the advancement of the P2 field - namely, social media and digital engagement tools. Most indicated that more research needs to be done to figure out how to harness and utilize these technologies. Technology was described as simultaneously creating more opportunities for engagement (through online open houses, social media, etc.) and increasing the potential for misinformation to spread.

Lastly, respondents said they expect to see a rise in P2 at the local level. Good P2 could serve as a model for positive discourse and help local officials build processes that create trust and reflect their constituencies. The political climate was also cited as spurring local engagement in issues.

## The Role of IAP2 USA

Respondents believe that IAP2 USA has an important role to play in the future of P2. That role includes training/education, research, and advocacy. Training and education efforts should focus both internally and externally. Internally, IAP2 USA should work to foster the next generation of practitioners. Externally, IAP2 USA should help build community capacity to understand, demand, and build good P2 at home. Research needs to build the case for good P2, so that related professions and local officials are more likely to integrate it into their work. Research should seek out new ideas and techniques, and be supported by robust evaluation that can show which methods are most effective for a given situation.

In summary, respondents said that IAP2 USA should be the face of good P2 and advocate on its behalf. IAP2 USA should be partnering with organizations and spreading their materials as much as possible so that others may see how good P2 can further their interests and build up their communities.

## ***What role do you think IAP2 USA should play in advocating for good P2?***

*“A big one for sure! I think that IAP2 can potentially broaden the scope to reach organizations at a deeper level but also work with community organizations to teach the general public ways to be engaged at their local level and higher.”*

# RECOMMENDATIONS

After reviewing both the statistical results of the survey as well as reading all of the open-ended comments, there were three main themes that emerged; community, tools and techniques, and IAP2 USA as a leader in the practice of P2. Each of these themes is discussed below with a section called “Looking Forward” that provides some recommendations based on member responses and requests.

## COMMUNITY

Survey respondents want to connect on a local level. Being able to connect with one another was what they reported was the primary benefit of their membership. The most common open-ended response was about the importance of engagement and activity at the local level and people who didn't have a chapter near them or felt their chapter was inactive.

In terms of how respondents said they want to be engaged, there was an interesting mix of messages. Respondents said IAP2 USA puts out good information via social media, but fewer thought that the social media content provided a good opportunity to engage with others. However, further analyzing the extent to which people want to be engaged was telling. Over half of the respondents (52%) said that they were either not interested in engaging on Twitter or didn't use it at all. Forty percent said the same about LinkedIn.

Interestingly, this trend did not vary by age group. People under 30 years old also had the highest responses of not interested or not using a type of media for the three social media outlets (Twitter, Facebook, and LinkedIn). The graph below shows these results by age group and in total. That being said, people do read the newsletter and blog, check their emails, and visit the website. Some said that the newsletter and website needed some improved design, but were happy about the content (see Tools & Techniques below for some more discussion of potential content).

## LOOKING FORWARD

***Support local chapters so that practitioners can more readily engage at the local level***

- Conduct interviews with chapter committee members to understand what works for them and what doesn't. What challenges are they facing?
- Find out where the chapter gaps exist. Where do we have a critical mass of members but no chapter. What can we do to mitigate the distance for members located in more rural areas?
- Create a chapter in a box, so that starting a chapter is easy and clear.

***Continue to engage members through all media***

- The rebranding of the website should be announced with much fanfare as this is clearly a resource that people use
- Update design to the newsletter
- Continue to utilize social media strategically. Social media will continue to be an avenue through which members engage. More consistent engagement in posts may be a way to increase participation through this media. This could be done by:
  - Asking for engagement in posts (e.g. “tell us about a time when this happened to you,” “like this post if you're going to try this new tool”)
  - Promoting IAP2 hashtags
  - Supporting member projects and cross-posting

# RECOMMENDATIONS

## TOOLS & TECHNIQUES

Respondents were always in favor of getting new tools and techniques. They want to hear about what other people have tried, what works in certain situations, and what's on the cutting edge of the P2 practice. Specifically, respondents said in program-related questions that they would like for there to be more tangible take aways. This could be one new outreach strategy that a presenter suggests, a new tool for presentations, or a lesson learned. Mostly, people want to feel that after taking the time to attend the different programs that are offered they walk away equipped with something they didn't have before. This may be why the Skills Symposium was highly favored in the survey, it is an event that specifically provides new skills.

Responses also indicated that there is a need for a wider range of services, from beginner to advanced. Some of the new members said that they were not aware of what was available to them, which was why they had not yet participated. The importance and opportunity of these programs had not been articulated to them. Advanced practitioners said they felt that they were often going over the basics and would like an opportunity to dive deeper into issues than new practitioners.

## LOOKING FORWARD

***Make sure members are walking away with something when they attend a program.*** *Members are using their most valuable resource when they participate, their time, and we should make sure they are getting something tangible.*

- Work with webinar presenters to decide on a main take away, which will help in the promotion of that event
- Make sure that member spotlights provide some form of advice or lesson learned
- Create regularly occurring takeaways that are featured in the newsletter, website, and/or blog. Examples might include:
  - Have You Tried This? - a feature for a new tool
  - DIY- when presenting a toolkit or guide to P2 strategies
  - Out of the Box- a feature about an unusual P2 strategy that worked
  - Bright Ideas- a feature on new research in P2

***Ensure that programs accommodate a variety of skill levels.***

- Provide some programs that are for advanced P2 practitioners only
- Provide a starter kit for people who are new to IAP2 USA, so that they know what is available to them and the value of these programs

# RECOMMENDATIONS



## THE ROLE OF IAP2

When asked what role IAP2 USA should play in advancing the practice of good P2, most all respondents said that IAP2 USA should be at the forefront, leading the way. IAP2 USA is perceived as a force with the ability to unify and address some of the more difficult issues of our time. However, respondents were concerned about the lack of prominence of P2 and the extent to which officials and managers undervalue it. One of the main reasons respondents said that they were not getting the professional certification was that its value is not recognized in their field.

When elaborating on their rating of their satisfaction with their membership, respondents largely said that they appreciated what IAP2 USA was doing. Some said that they would like for there to be some way to show their affiliation with the organization. Others said that they thought it would be nice if people were recognized for renewing their membership somehow. A continuing theme that ran throughout the survey was the issue of cost. While this may not ever cease to be an issue, by responding to the desires expressed in this survey, IAP2 USA can increase the value of everyone's membership.

## LOOKING FORWARD

***Work to grow the recognition of IAP2 USA in general and the Professional Certification in particular.***

- Partner with other organizations that have a stake in and need for good P2. If they have certifications, make IAP2 USA trainings eligible for credit towards their continuing education.
- Promote the Professional Certification
- Provide shorter refresher courses so that certified members can stay up-to-date

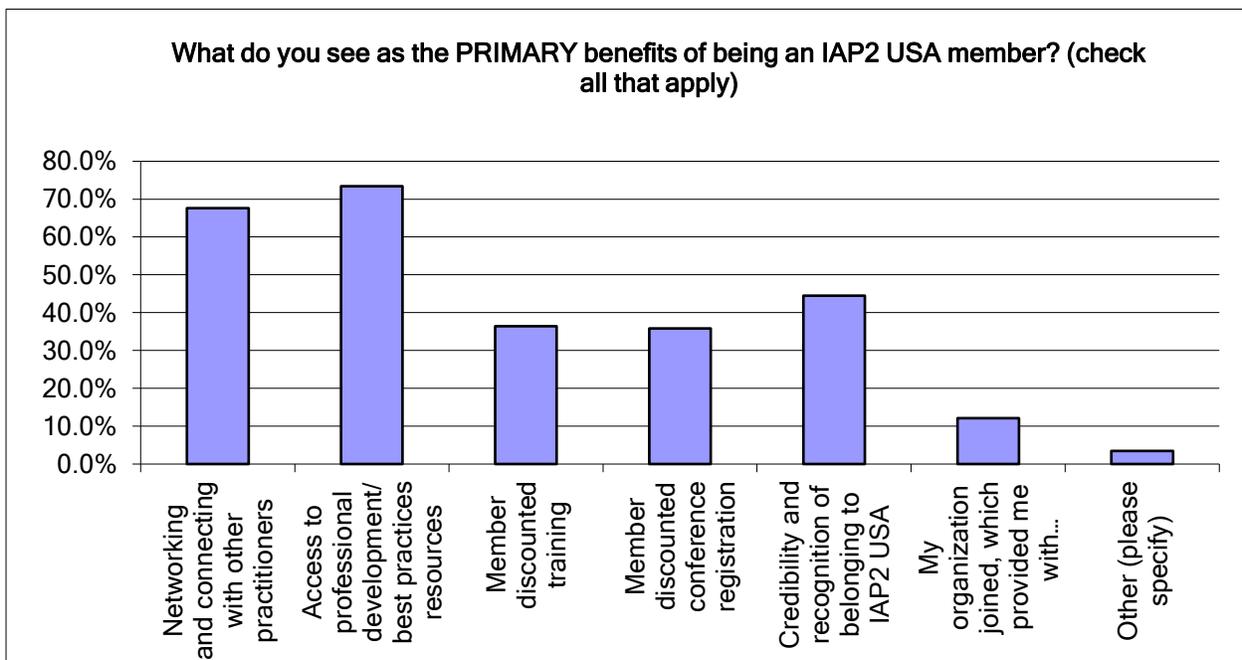
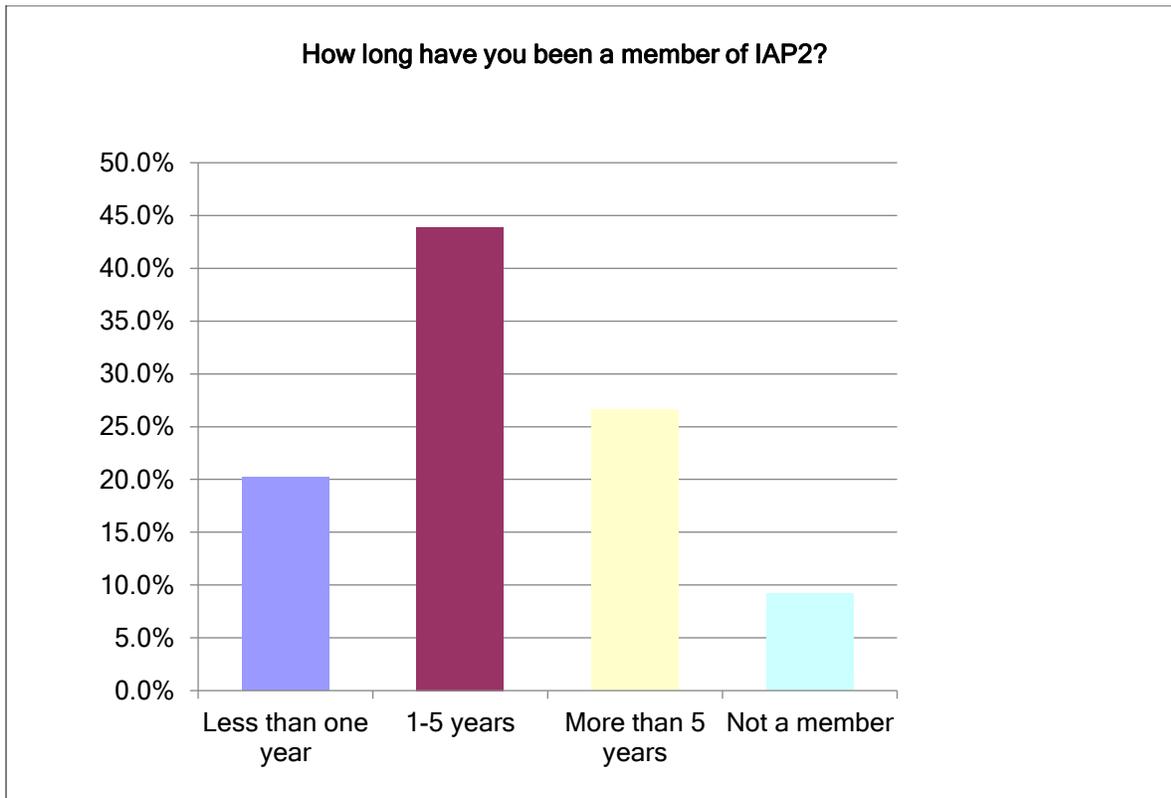
***Continue to be a leader in P2 and grow recognition of members.***

- Continue to provide the IAP2 USA community with resources to help them be the best P2 practitioners they can be at home
- Continue with program to recognize members who reach certain year benchmarks
- Create some IAP2 USA merchandise for members so they can show their affiliation

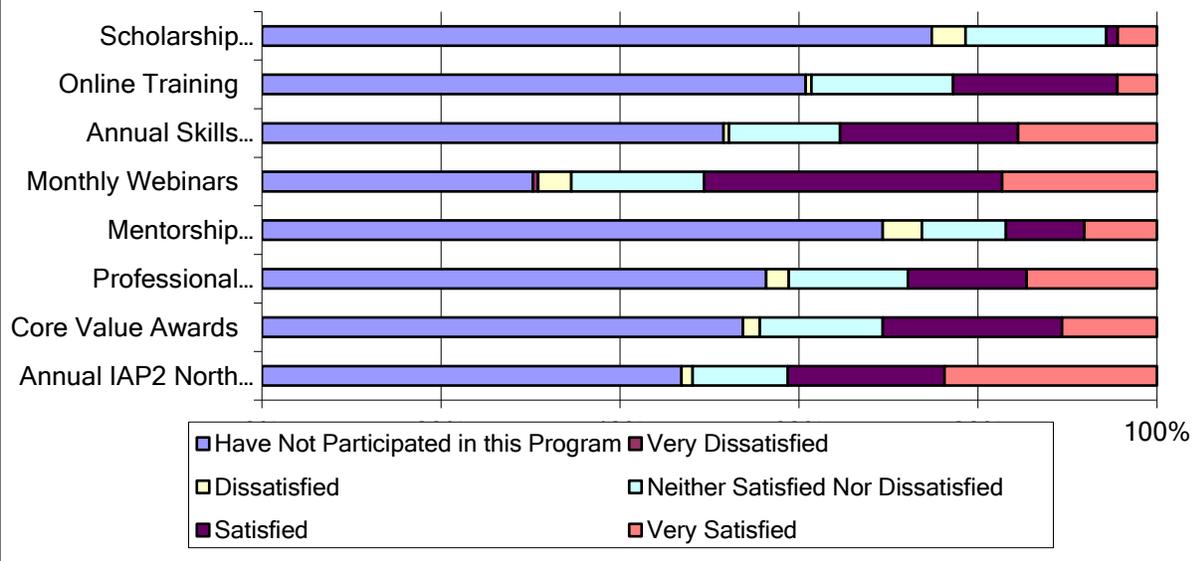
# Appendix A

## Complete Survey Responses

## 2017 IAP2 USA Results



**IAP2 USA offers a variety of programs. Please rate your satisfaction with these programs in the table below.**



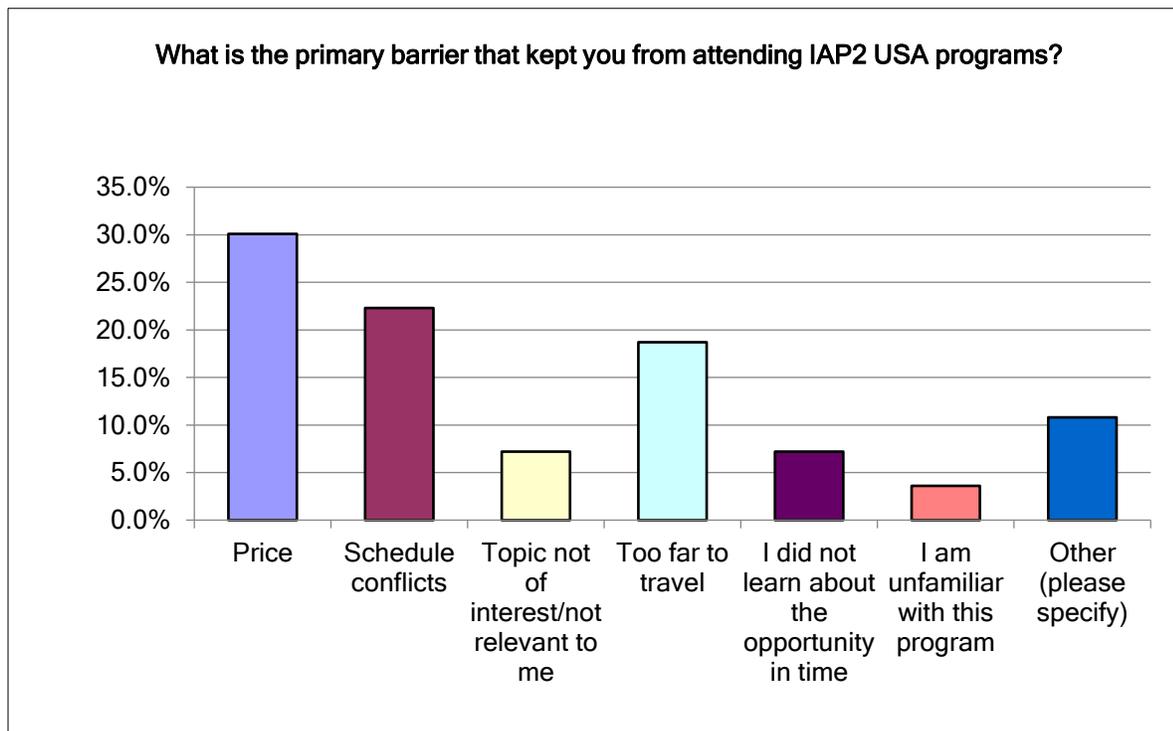
**Please explain what you find particularly satisfying or dissatisfying about the programs in which you have participated.**

- Loved the Skills Symposium. Looking forward to Annual Conference in Denver.
- Hearing the perspectives from other communities
- I really liked the interactive training with real world case studies.
- I have gained new ideas and knowledge from some of the monthly webinars I have had the opportunity to attend, but it would be nice if we could have access to the presentations or some of the material beforehand so I can begin thinking about the topic more in-depth and ask more thoughtful questions during the webinar itself.
- I am a few months into being a member and fairly new to being introduced to lap2. Therefore, I feel I need to experience it a bit more before I can comment on satisfaction vs dissatisfaction.
- The information provided is very helpful in advancing my professional development in public participation.
- My organization joined just over a year ago and not much has been said about participating...and I am not familiar with many of the programs.
- Confusing structure--for 20 years, I was coming to annual meetings, etc. from the UK when possible, but the structure of the association keeps changing--and now there are two websites and I can never figure out which to join.
- The rigorous attention to detail
- Access to experienced based learning.
- Well organized meetings and programs. Since the organization is fairly new giving those with experience they can quantify toward certification would be reasonable.
- Conference sessions could be better.
- I participated in the Big Hairy Problem discussion at the San Diego Skills Symposium where we discussed the divided-ness of the nation.
- The Annual Skills Symposium I recently attended was very satisfying. I learned a ton of new skills on the theoretical and practical aspects of public participation
- The Foundations and Techniques courses that I took (for the certificate) were very well done and gave lots of great ideas.

- ability to participate remotely
- The certification program was helpful but I would be interested in monthly case study emails or something that gives us ideas to try out.
- I always learn something new at the conferences.
- I don't believe that there is enough diversity and innovation in what IAP2 offers. It's very similar year to year. As an advanced practitioner I want more. Not enough focus on leadership and management in P2.
- Informative!
- I have attended the last two skills symposium programs and they have been great. I was the only nonprofit rep in my class, but I enjoyed hearing and learning from others.
- I have been very satisfied with the webinars. The information provided has been very helpful. I wish that the chapter in my area was active.
- Content is timely, focused and applicable to my work.
- The Conferences have been very satisfying - great content, many options, well-organized, and reasonable cost. Core Values Awards program has been a meaningful part of the conferences, and I've very much enjoyed learning more about some of the best work taking place in North America.
- Certification is too costly and rigorous for many professionals to pursue.
- I enjoy the cascade conference
- The focus remains on improving the practice. Whilst it is important to raise money to keep the chapter funded, the practice seems to remain front and center.
- The NA conference, skills symposium and webinars help me learn from leading practitioners. The events give me a sense of what the practice is, what is possible with good P2, and where the practice is going.
- The North American Conference was helpful to learn best practices.
- IAP2 sets/raises the standards for our profession
- Cost is a barrier for me to participate in the training this organization offers. It would be great to include more of a range. Luckily, local chapter offers PI Networks.
- All of the webinars I have watched were well done and informative. The training I got over 10 years ago was very worthwhile and I still hope to be able to use training opportunities eventually, as well as go to a conference.
- I like the meetups
- Portland conference was excellent. Richness of topics, excellent plenaries, great networking.
- The certification process was very informative and valuable. The sessions in the annual skills symposia I've attended were also informative and very relevant.
- I was able to make some good connections with practitioners at the skills symposium. I was not as satisfied with the content of the workshop I attended, though.
- Would like more local/chapter opportunities
- I'd rather the annual conference be in the US every year.
- I was part of the San Diego program in early March. I thought it was interesting and the people attending were serious about the effort.
- We usually promote the webinars. May be nice to send emails with just the webinar, rather than it being buried in the newsletter.
- Skills Symposium offered an intensive, focused opportunity to expand skills/knowledge.
- I wish there was more opportunity to use what I'm learning at our organization. We tend to operate at the far left end of the engagement continuum so the higher levels of engagement are tantalizing but out of reach for many of our applications for regulatory and company culture reasons. But I'm working on that last one!
- Haven't been able to participate in many event due to location and lack of travel budget
- The Core Value Awards are fine but I feel no connection or interest in the projects/programs and the recipients. So I often feel like an outsider observing.

- The North American conference was absolutely top-notch! I've attended twice and it is one of the best national conferences I've attended in re: organization, communication pre-during-post, diversity of topics & sessions, amenable scheduling, etc.
- We do attend the webinars - we just haven't attending one that gave us any ah-ha moments. We're in transit, so it may just be because of the presenters.
- All of the programs I have participated in have been of excellent quality - especially in terms of content -there was real substance offered. While I have not been a participant in the Core Values Awards myself, I have appreciated and referenced the examples they provide of quality P2 efforts.
- I just returned from the 5 day foundations course, which was really helpful. I find the lack of cultural diversity dissatisfying.
- Was disappointed that by the time I knew if I could go to Montreal it was "full." How can a conference be full? Seems like less than ideal planning
- The webinars focus on the basics but as a professional in this field I would prefer more expert-level topics about public participation.
- North American Conference is inspiring and energizing. Meeting people doing this work forms a strong network of resources. People are generous with sharing their knowledge and experiences.
- Experience levels of attendees have been challenging (i.e. I'm a practitioner with 15 years of experience and other attendees are 1st timers - to me a lot of time is spent on "basics" in training and getting everyone up to the same level. In outrage training, there was about a half a day of instruction that was duplicative of the techniques training so I missed out on half a day of more advanced training (and would be a better value for the cost if I was learning something new in that 4 hours). Maybe prerequisite classes or levels of experience should be required for some of the classes.
- The courses I have taken strengthen my skills and my resolve to provide services that reflect the core values
- Cost is prohibitive to application for CVA. Certification is complex and expensive. Mentorship program is cumbersome to apply to as a mentor. Skills symposium always being held in San Diego is limiting. Scholarship program needs more visibility.
- The chance to learn from other professionals in the field and to advance/certify my skills in p2.
- Professional certification is too complex and expensive.
- Satisfied because I gained new and useful information, new perspectives, and met colleagues
- North American Conference in Montreal was okay; was hoping to dive a little deeper into tools and tricks - a lot brushed the surface but I wanted to learn more.
- I've only attended one event, given my scheduling conflicts.
- I think I most value the diverse array of opportunities to learn about the efforts of others and strengthen my own work.
- Real world applications and networking with likeminded professionals/practitioners.
- I think the CORE VALUES are great, but the awards presentation does not do them justice. It is always too long and people stop paying attention.
- Trainers/Presenters extremely knowledgeable and content relevant.
- Some of the presentations are worthwhile. Did not enjoy the key note speakers (or the lack thereof in some circumstances) in 2016 Conferences. I really think there should be more dialogue and discussion on how to deal effectively with the current political environment and some of the grassroots reaction to public participation.
- The training was helpful and the instructor was knowledgeable. I welcomed the hands on exercises.
- I think the standard P2 practices are very valuable.
- Have been in public policy work for almost 40 years - certification requiring basic core classes is not of interest, that seems to be the majority of what I receive invitations to attend. Have recently been invited to monthly meetings of local chapter - they seem much more interesting than what you have listed.
- The certificate training was excellent and I use those skills all the time. It would be good to get the updated training in a shorter/cheaper version without having to go through the whole thing.
- I liked the training I took for the certification and have only attended one conference.

- I wish I could afford to go to the NA conference. However I work in government and we usually do not have funding to attend.
- Great to learn P2 best management practices and see the industry standards that are manifest from IAP2.
- The professional designation developed should not have a number in it. CP3 will not be taken seriously when compared to PTOE or CPA
- The conference, webinars and online training could be great opportunities for intermediate to advanced practitioners to come together and really dig deeply and learn. Instead for the most part they are focused on pretty basic topics and content.
- I participated in the pilot mentorship program and I still keep in contact with my mentor.
- The webinars are hit and miss (some good, some meh). The conference is fine. The other offerings (mentorship, certification, scholarship etc.) aren't relevant for me.
- I like the opportunity to learn and to meet new people.
- The scholarship and mentoring program are great ways to connect with future professionals and are big selling points for student involvement. I love the training opportunities but wish there were more.
- My concern with the Professional Certification is the high cost. Similar professional programs such as the more widely known Project Management Professional are only \$400 or so.
- The Skills Symposium was very in-depth and I was able to work closely with colleagues to share ideas and practice new tools.

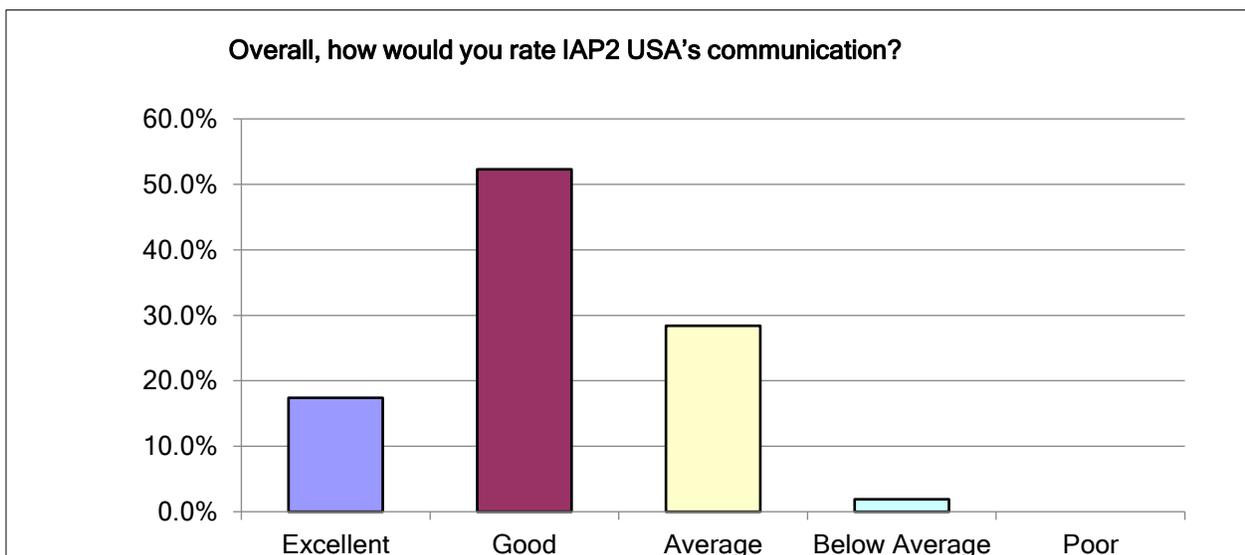
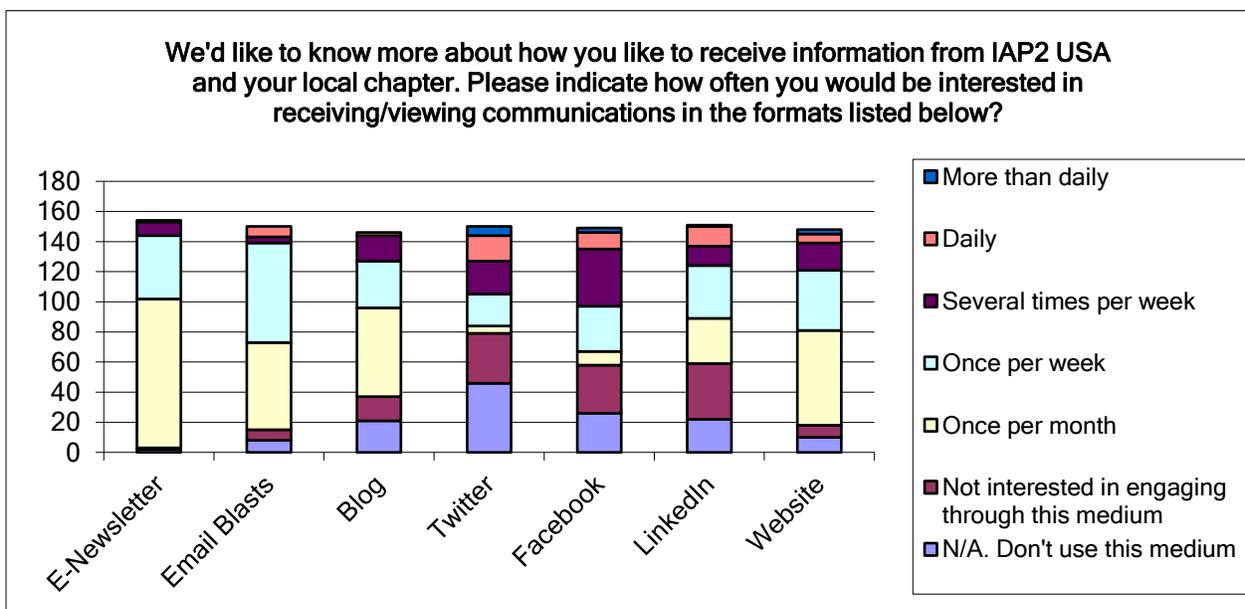


## 6. What programs would you like to see that aren't currently being offered?

- Ethics, Decision-Making, Who is our client?
- Online engagement, especially to millennials.
- More facilitation training.
- I'm not sure, this is a great question though.
- More volunteer opportunities
- Want to connect for support and research purposes with online local government community of practice
- More IAP2 training opportunities (P2 Fundamentals) in the Midwest - Minneapolis/St. Paul area
- Local activities. P2 resources (there aren't any at the moment).
- Other training offered locally
- None that I can think of off the top of my head.
- More advanced professional development, courses, skill development. Also, where IAP2 does offer some of these programs there are real challenges with the organization's ability to market or fill classes or sessions, so they don't go. It would be great if IAP2 would hire some marketing expertise.
- Keep offering the variety that you're doing
- More funding for local events; it's hard to make it to the annual conference.
- Unsure - maybe more professional development for those who have been in the field a long time.
- Can't think of anything right now.
- Can't think of anything...
- refresher sessions and coaching
- See earlier comment.
- More direct programs to implement P2 in practice. Templates or guidance documents for owners. Research
- I'd like less time intensive opportunities to learn about other P2 efforts, like case studies with infographics, tips, etc. Other opportunities to connect with practitioners, beyond in-person events, would be valuable as well (e.g. online discussion fora, listservs, etc.).
- More of a focus on cross-cultural training, more of a focus on using evidence-based practices.
- IAaP2 applied to membership organizations
- None. I think IAP2 USA's program offering is solid.
- A chapter in our area.
- Expand the number / variety of webinars. More conferences / training in the Pacific NW. Travel costs are a killer.
- Lower level certifications
- Training for Trainers that is geared toward becoming the outreach manager in your organization, i.e.: the person who trains and manages people using IAP2.
- Range of options is good so far.
- More robust social media/online links and resources to articles and examples.
- Training for experienced practitioners
- Better activity at the chapter level...
- Linking public participation to neuroscience and social psychology research: more cutting edge practices.
- I would like to see more functionality in the online directory. I know there is a lot of information potentially available in each member's file but I think it could be more easily accessed.
- Small scale local networking groups
- higher level training programs, research and case studies on P2, leading edge advocacy and policy
- Transit oriented
- More webinar offerings, perhaps more frequently (or repeats of the ones that are offered - record and host a re-broadcast in the following weeks?)

- I would like to see more of an emphasis on the realistic and practical v. the theoretical. It seems that IAP2 puts a lot of emphasis on things that are unrealistic.
- Basic graphic design, e.g., making a simple paper and web based fliers using MS Word and other common software.
- Special seminar on how to best leverage what we can even if we work in highly regulated industries that typically do not allow for a lot of public decision-making. Maybe bring in some of our regulators to join the seminar as well! The world is changing, eventually I fully expect there will be more customer/public choice, but the wheels of utilities turn slowly when it comes to regulatory and cultural change...
- Maybe a podcast (in conjunction with other like-minded organizations) that provides shorter, more frequent updates on news from the field. Also, more advocacy for P2 to governments at all levels.
- Education to increase the public's interest in and capacity for being effectively engaged citizens, and for acquiring credible information for local decision-making.
- More job opportunity postings.
- Local/chapter networking, training, etc.
- We used to have a local chapter, but there was not enough interest to sustain it. Would be nice to annual "traveling" events to more remote areas.
- Nothing comes to mind.
- Keep up good work.
- More meetups and discussions. I'd love to see a focus on civic innovation.
- I just want to get a chance to take part in what IS offered - which is more my problem than something IAP2 needs to improve! :-)
- Recognition
- Bear pit session/s at conference.
- Unsure.
- None. Grow the good that is there.
- Opportunities for virtual conversations with other members. Once a year face-to-face is wonderful; being able to connect on line more regularly would be so beneficial, i.e. sharing ideas, innovative practices, gaining support and suggestions for challenging work.
- Volunteer training, retention, recruitment. Not all public participation programs are one off meetings
- More accessible certification program.
- More facilitation workshops
- I would like to see more training programs around dealing with difficult customers and de-escalating scenarios.
- More networking.
- I would like to see more online offerings like classes. I would also like to see more activities in my area, but that would mean the local chapter was active.
- advocacy
- I am a new member and for me I like something Communication to the Public. I want to learn more Technique Procedures on how to talk to the Public.
- I would like to see a San Diego chapter.
- Advanced foundations training.
- Case studies and "how to" best-practices for different skills: "How to Hold a Great Public Open House" "Case Study: Graphic Facilitation how to start and finish" etc.
- would like USA to provide road show speakers / coordinate w/local chapters to schedule dates
- More local networking opportunities.
- A new member orientation-type mini-101 webinar. It seems like the most introductory training is the Foundations course, but first I need to convince my employer of its value.
- More advanced programming and aimed at multi-year experienced PR pro
- More online based events.
- Public speaking and more facilitation-specific programs

- The toolbox table and some other key documents used to be posted on the website and were quite helpful to companies. For whatever reason, you removed them from the public domain. They should be updated to include social media and new tools and put back in the public domain--the more use, the better. It is against the principles of transparency to remove something from the public domain.
- Not sure. Am not very familiar with the programs that are being offered.
- More local opportunities around engagement for local government, sessions on building successful engagement teams, embedding engagement in organizational culture.
- Young professional meetups in more regional locations, not just large conferences in central big cities.
- I'd like more webinars and regional trainings/meetings.
- Coordinated programs with groups working on similar issues such as NCDD, Liberating Structures, Authentic Leadership in Action, etc. More on-line certification opportunities.
- In-person training in Southern California

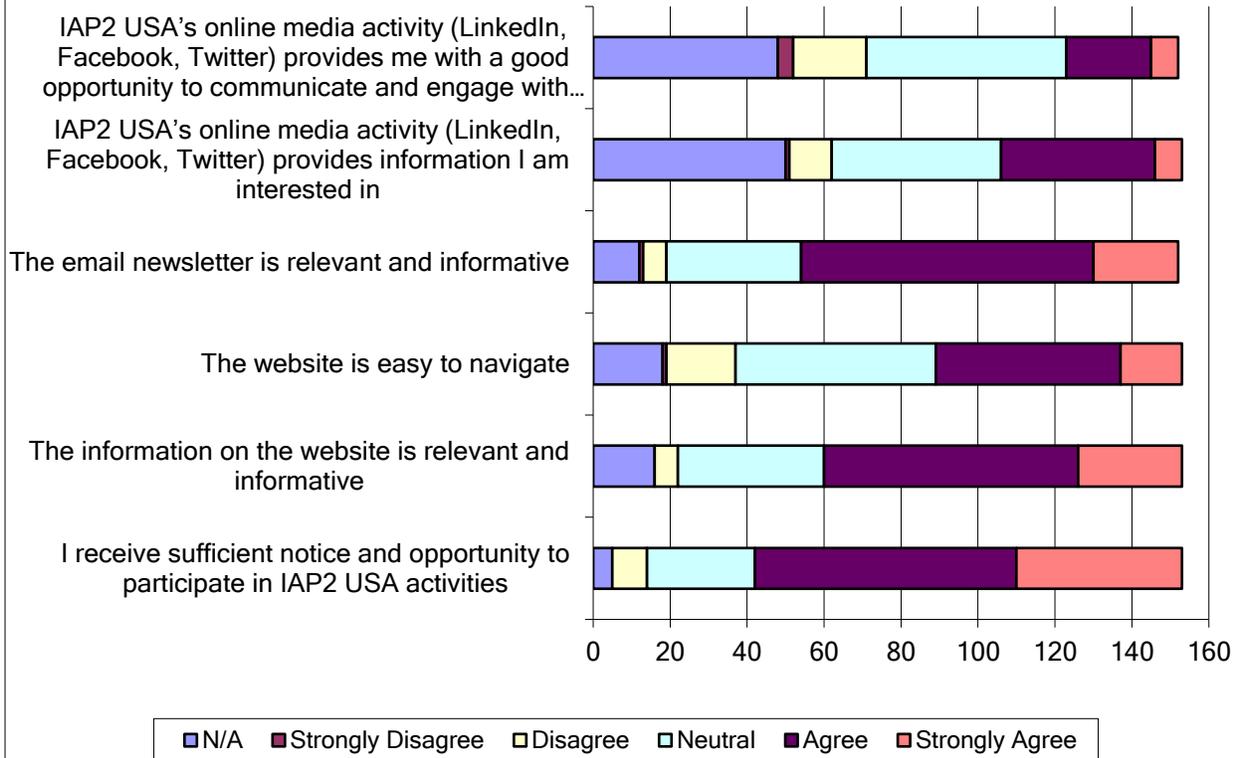


## 9. Please elaborate on your rating of IAP2 USA's communication

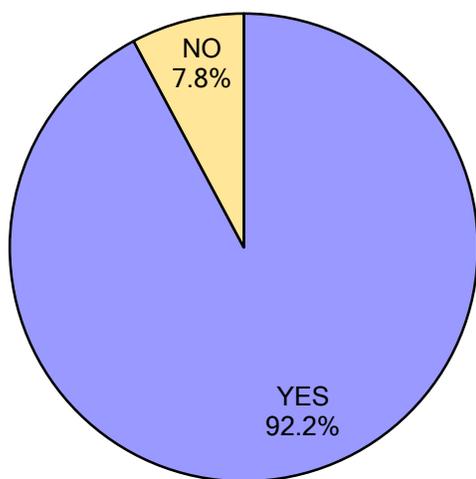
- It's clear, concise and not too frequent that it becomes annoying but frequent enough that I can be adequately aware of time sensitive information (e.g., training dates) can be
- There could be more on social media.
- I wish my chapter was more active online... I haven't been engaged by the chapter leaders nor have they posted anything online since Feb 2016!! (Puget Sound)
- I skim things - about every third or fourth is relevant to my needs
- Very light on actual P2 content.
- IAP2 USA does a good job but most local chapters are subpar and that is where most members could really benefit from knowing what is going on.
- Timely and helpful information
- I believe there are missed opportunities for raising awareness of the brand and the value of P2. I get most of my p2-related news from other sources.
- I think I get enough... But if there's interesting information you can share, more would be fine. I haven't followed you on FB or Twitter, guess I should.
- I don't currently follow IAP2 on any social media platforms but will look into that now!
- I think I only see what is passed on through second-hand channels
- I'd like to see more opportunities for sharing best practices. Use more techniques (videos, webinars, etc.)
- The emails, in particular, are too long to be useful. Shorter, more frequent communications would be extremely beneficial.
- I think you need to document how value is measured. Why should an organization care about this stuff if they can't see it in their bottom line? That's how many organizations think. Communications and engagement are often second-fiddle in priorities.
- Just asking rocks!
- I think the frequency is fine currently. I do think the newsletters get a little lengthy both in terms of individual articles and overall.
- Could look nicer - could get to the point faster.
- We get good information regarding upcoming events. But, I'd like to see more "learning" pushed to me (best practice tips, etc.) An e-newsletter or blog would be best vehicle.
- You communicate relevant information and often, I have had trouble navigating your website to find information and register for events.
- The emails often have strange formatting errors.
- I receive a lot of communication, sometimes I don't have time to read everything
- I think the rate of email is good. Increase frequency of industry-related social media sharing/posts
- It is not great and not terrible.
- It's more on me than you... I just get so much stuff from everywhere that I don't take the time to read much of it. And due to my location, data plan issues are tough so I have to go to a library or something to view webinars, etc.
- The website (last time I looked) was hard to navigate. Also, emails are too long to read and too many.
- Have not been paying that much attention.
- I feel aware of iap2 happenings through email information I receive.
- I think IAP2 USA provides lots of information so I don't think the quantity needs to be increased. I do think the format can be improved; for instance I think website pages are information dense but it can be difficult to locate information on a page, visually. Also, having more frequent Facebook posts that I can easily repost to promote IAP2 USA activities would be wonderful.
- It seems diverse, not too frequent to be annoying ;) but not too infrequent to feel out-of-touch. It appears you follow a good cross-posting path between newsletters, emails, social media & website, which I find helpful - for example, if I see something in an email, but later I don't recall where I saw it, I want to be able to pull up Twitter and see it there too. I feel you make it a point to cross-post things which for me is extremely helpful. Kudos!
- I get the monthly newsletter. It's fine.

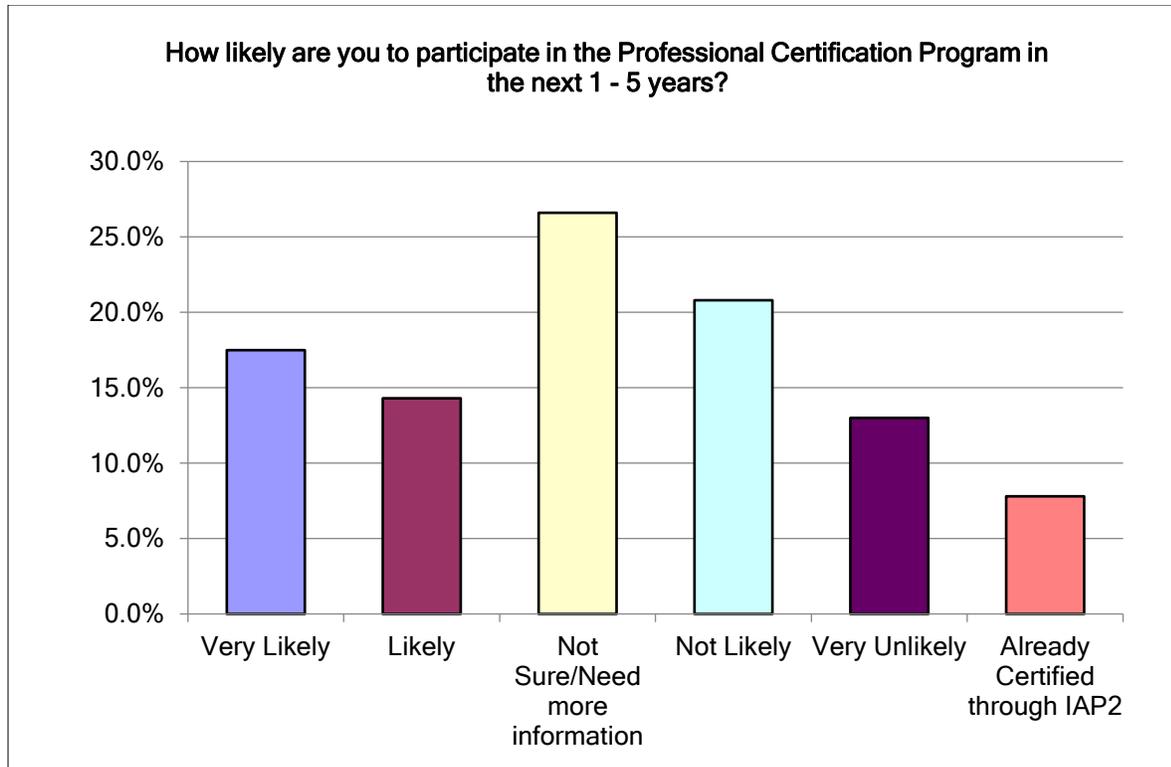
- Nothing bad about being average- especially for what I assume is a volunteer effort.
- I don't have a strong opinion at this point.
- I appreciate the good information, just in time and not too long.  
I don't have any prior communication, so it's impossible to answer
- communication may be updated regularly, however I don't know where to look
- good formatting, good repetition, clear language and messages
- I appreciate my local group and the events they organize. But there are not enough and the communications are sometimes last minute and there probably need to be reminders - use meetup or Eventbrite so that the reminders are not confused with IAP2 communications.
- The amount, timing and use of various means of communication is just right for me. As long as I remember my user name and password, deeper information is very helpful.
- Responsive and helpful.
- IAP2USA pushes sufficient communication. There are two ways to get more of our attention: 1) content that is unique and amazingly valuable, and 2) personal phone calls.
- The information always comes across as genuine and is focused on the practice. The content of communications is generally very informative.
- A lot of times I don't get to read the emails for a few days. If emails were sent monthly I may read them more just because it doesn't come so often.
- Website often seems out of date
- I haven't received any communication lately, but my membership has lapsed which is probably why
- Variety "channels," and a good range of topics.
- Enough -- not too much!
- I love the emails notifying me about the upcoming opportunities. I don't think I was aware of the social media engagement by IPA2.
- I appreciate knowing about things well in advance (i.e. the symposium and webinars).
- Precise and lots of take away!
- Right channel, right audience.
- More "What's In It For Me" more selling
- I get a lot of communication. Sometimes I am too busy to notice.
- I haven't been a member long enough to have an informed opinion
- not as good as it was 10+ years ago
- I get a couple of emails a month, which is about right for frequency, and they are short & informative.
- Communications between state members needs improvement, I don't see more than 2-14 communications/mo. now. Communication seems irregular
- Good cadence of information shared
- I should be able to sign up for alerts on different topics--for example if I am interested in training. I find the multiple websites confusing.
- The communication is somewhat overwhelming for busy professionals. Too much detail and not easy to understand. I would prefer to see short, punchy stories ala USA Today...
- I'd like to see more online but then again just recently joined and started following.
- Newsletter is helpful - and is a bit too dense to find specific items of interest. Would be helpful to receive specific notification of trainings and other opportunities in my region - including those that might not be offered by IAP2 that would be of interest like the Citizens University in Seattle this month.
- Haven't received much so can't really say

**Please rate your agreement with the following statements.**



**Are you aware that IAP2 offers a Professional Certification Program?**





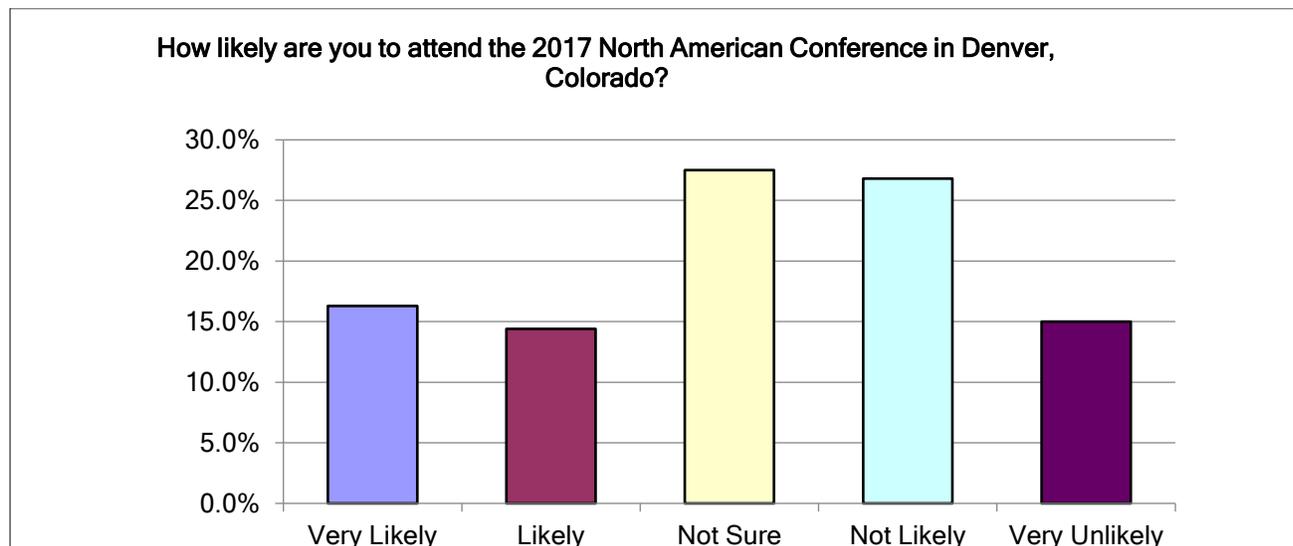
### Why or why aren't you likely to participate in the Professional Certification Program?

- I likely will because I've heard great things about it and I have had great experiences when I participate in IAP2 events.
- Get work without it.
- Cost may be prohibitive.
- Reasons are more relevant to other choices I have for professional credentials, less to do with IAP2 certification requirements in particular.
- Cost.
- I think it would lend credibility to my skills
- Concern about how much of IAP2 basic programs - and only those programs - must be taken prior to certification. Since I teach/train and research, would like to see about testing out of basics.
- I am well advanced in my career and not sure it is worth the time and effort for me.
- I'd have to wait until the certification has shown to be well established in the market. Even then, the cost is somewhat high.
- Not clear on how that differs from the certification received after taking the week-long classes (2 days one topic/3 days another topic) previously offered.
- I have more than 25 years' experience and the certification criteria is not rigorous enough to provide evidence of more than baseline competence.
- As previously stated the designation of "CP3" does not represent itself as a serious certification. Certification designations should not include letters.
- IAP2 represents an emerging recognized trade/professional industry and credentialing will be vital to having the marketplace respect this trade.
- Cost is a big factor for getting a certificate for something I already do.
- The cost is prohibitive for me at this point.
- unless it has changed, not interested in paying money to go to conferences on core classes - when have been working in the field for many years

- Not qualified
- It depends on the direction and priorities of my job. Currently, P2 is not a top priority. My personal interest is there, but there is little incentive to go through it at this point.
- Might take a refresher at some point, but I refer people all the time.
- My employer encourages gaining certifications relevant to the job description.
- It would depend on company resources and allocations
- not my primary career path
- Cost; (2) time needed.
- It costs a lot and seems like it would take quite a bit of time. I need to prepare
- don't know enough about it
- I'm not sure of the value of the certification relative to my current work, and the cost is pretty prohibitive for a "this might be nice" endeavor.
- This provides no value to me professionally. I'm maxed out with degrees. No employer will care about this, from what I can tell.
- Value to my objectives
- I don't see it providing a lot of value to me or my organization.
- Time and competing work/challenges
- Cost
- I am late in my career (already age 65). The time and money required doesn't seem worth it for only a few years of use.
- Too complex. Too expensive.
- Cost
- I am not at the level that the program is certifying.
- Money and time might get in the way.
- I want to raise my skills and advance my career.
- I feel that certification will add value to my credentials
- Cost prohibitive
- Stage of career and cost
- Because IAP2 workshops have been too basic for me so far.
- too expensive and not relevant to where I am career wise
- I am an experienced Organization Development Consultant and design and facilitate complex public engagement processes. Not need for a certificate.
- Other time commitments
- My biggest hesitation is that I'm not sure getting certified will matter or will make a difference in what work I will be able to do.
- Likely - just need to commit the time & resources in the upcoming year or so. I would also love to know more about it from those who have become certified - what have they gained from the experience, was it 'worthwhile' for them & in what ways, etc.
- cost and level of commitment required to maintain certification (specifically 20 hours of volunteer service to IAP2)
- I don't see it advancing my career
- Some of us have been doing this work for many years (decades?!) and it's nice to have a way to highlight for resumes and in the workplace through "official" recognition of accomplishments like a certificate.
- Depends on focus of my work/if certification would be beneficial.
- Cost
- Too busy at work at this time - great idea though.
- Not interested in certification
- cost, time commitment

- I don't think I need another paper credential. Need help and opportunities
- does not bring benefits from my employer
- cost is a factor
- My company is not likely to support this effort due to cost and time commitment.
- Retiring soon.
- I don't feel that I need it at this time.
- Cost, time investment, not sure I need the certification as a well-seasoned and well-reputed P2 practitioner.
- I'm a civic innovation entrepreneur - certification has no value to me and I have no money for it.
- At this point in my career, I don't think that certification is going to be very useful.
- Because it sets the bar and allows us to be assessed by my peers
- I am retired.
- Seems cumbersome to start. But I may just be unfamiliar with it.
- I don't think it holds any value. I've never once been asked to provide such a certification by clients.
- Cost. 2. No need for my employment. 3. No need for something that is not yet recognized and valued in my work world.
- Would need to be traveling to the USA, so it would be helpful if the in person part of the certification program was held at the same time as the conference or symposium.
- The new certification seems very in depth and I am not sure if my company would be willing to pay for it and to allow me time to complete it. I am taking the first part of the facilitation training this summer and am very excited. I am just afraid that with the extra requirements to be "IAP2" certified I will never be able to be "certified". Especially if it does change again in a few years.
- cost
- Too costly and onerous. Once hoped to be the first to earn certification, but the final product was way out of my reach.
- I don't have a need for this certification.
- Certification would not create a job/career advantage for me; 2) Unlikely that I would be "qualified;" 3) the 5 year time horizon in the question almost certainly takes in my "retirement."
- Expense; time
- Retired
- I would have to learn more to make that determination.
- I have a great interest in honing my skills in this area for myself as well as my agency.
- I don't know much about it or if it is necessary in my line of work in nonprofits.
- Time
- Valuable introduction to public engagement
- This is something that my organization does not currently see as important for all positions, but I see the value in my work. I will have to participate and finance without the support of my employer and I just have not yet been able to justify the cost.
- I currently don't have time
- Cost seems to be a significant barrier
- \$\$
- I will participate if it is offered at a reasonable cost and within a close distance from me.
- I want to, but a lot depends on my employer and whether I can convince them of the value of P2 even at a basic level. I'm optimistic but will have a better idea over the next year or two.
- I have 30 years of experience and the materials don't look as if the cost/time would provide that much new information. I'd love to have the certification but at this point d

- Employer request.
- Too old
- It carries some credibility behind it in my industry and geographic location
- Cost Tedious
- Not sure if it is relevant for my work
- I don't have enough information about the program nor how it would benefit me in my professional life.
- Cost is a driving factor here. I hope to go through the certification program in the near future but would also like to learn more about the benefits of having this certification.
- I think it seems like a good idea.
- Cost, location, time
- Financial barrier



### **Why or why aren't you planning to attend the 2017 North American Conference?**

- staffing needs at work
- I'm having a baby that day!
- Limited training budget and I just attended the skills symposium.
- Competes with other choices for finite dollars for professional development. That said, I don't find the conference expense is too high.
- It may not happen due to cost.
- A more expensive trip/registration fee than I can afford at this time
- Conflicts with other professional conferences and/or fall teaching schedule.
- Scheduling/wrong time of year. Still crazy busy in September. January - March would be best time for Public Involvement practitioners like me.
- So many conferences, so little time.
- Have not asked for approval yet.
- Recent conferences have had few advanced sessions, and I find while I enjoy networking I don't learn much. I'd rather spend my money on real learning opportunities.
- Professional development.
- Already attending another national conference for planning
- cost

- I really want to attend this one. The theme really speaks to me. However I don't think my organization can fund the participant fee. I would even pay to fly myself there, but hotel and conference fees on top of that makes it quite expensive.
- Public engagement is a relatively small part of my job so can't really a national conference on it.
- have not received information on it - of if it have it has gone unnoticed
- Best conference I attend each year!
- P2 is not the top priority in my job right now and I have two conferences to attend in October.
- It remains to be seen whether my agency will pay.
- Waiting to register based on my schedule in September.
- Conflict with other conferences.
- Others in the office are attending. need to stay to provide coverage
- Too far to travel--my state gov't employer won't allow it
- travel distance and cost
- Need more information about the conference and to discuss internally how many of our organization's staff might attend.
- Money and management priorities
- Schedule conflict. Or would definitely go.
- I enjoy getting together with other professionals.
- scheduling
- Company cannot make it this year due to previous commitments.
- Cost and time - The conferences I've attended have been on my own dime and vacation time. My hours at work have been cut recently, so I have less \$\$ though more time. Also, only part of my work involves public participation.
- I went to the symposium in San Diego and that's all that the budget will support.  
Money and time
- The North American conferences are invaluable learning and networking opportunities.
- I would need approval from my company to attend
- Corporate training budget usually is not large enough to cover costs.
- Dates Conflict with annual family time share
- Boss is sending me
- I'm hoping to go... cost is a factor. If there is an option to buy a one-day registration, I'm more likely to come
- I live in Denver but cost is a factor. Depends on the dates.
- Other time commitments
- I wasn't going to go because I'm already traveling quite a bit AND it's scheduled for the week when my kids start school; they start on Tuesday after Labor Day in the US. I hate that I'll miss their first week of getting to know their teachers and classes and I won't get to hear the discoveries they make. I'm going because I was asked to be on a team that applied to present - and I'll probably wait to see if we are accepted.
- agency won't pay out of state travel
- Cost and travel
- No budget for it
- Proximity to the Western US
- Depends on budget constraints.
- Location.
- Just was in San Diego for 5 days!
- Cost.
- Scheduling conflict
- I live in Colorado

- no budget
- I don't know anything about it
- Timing. Kids school.
- costs - employer not likely to contribute
- cost
- Cost, distance and organizational travel restrictions.
- Depends on my schedule and the conference offerings
- My current job is not directly in the public participation arena, so it's hard for me to justify attending a conference on this subject
- Depends on if paper submitted is accepted and if company will support travel.
- I'm a civic innovation entrepreneur. I have no money. I would love to contribute in other ways though.
- I am waiting for the conference to be somewhere in the eastern US and better still the Southeast. I pay for travel out of my own pocket.
- I live in Corrido
- Close by. Haven't been since Salt Lake City.
- Cost of travel / Time availability.
- I am a board member. 2. I will be energized to continue trying to do good, innovative work. 3. I will learn a lot
- Cost of travel from overseas.
- Cost/Time away from work.
- Cost of travel
- Retired
- cost
- If I were presenting or somehow involved, I'd attend. I haven't planned for it yet.
- Learning and networking opportunities.
- Retired
- I am only allotted one conference per year and this year I am more interested in the certification course.
- I only have a \$500 budget for professional development.
- Scheduling conflict
- What's in it for me?
- I live in Colorado, but I attend most conferences
- Depends on whether I would have time and on our budget
- Cost not reimbursable by employer
- funding and schedule TBD
- \$\$
- I applied to present a session; if approved I will definitely attend. If not, I may or may not as it depends on my workload and travel approval.
- Cost and distance
- Hope to host a session and learn from other presenters.
- I can't commit to a training until my employer's new fiscal year, when I know the funding I requested made it into the next budget.
- Easy to get to, get updates on the organizations and the industry.
- Distance and cost
- Participating with colleagues

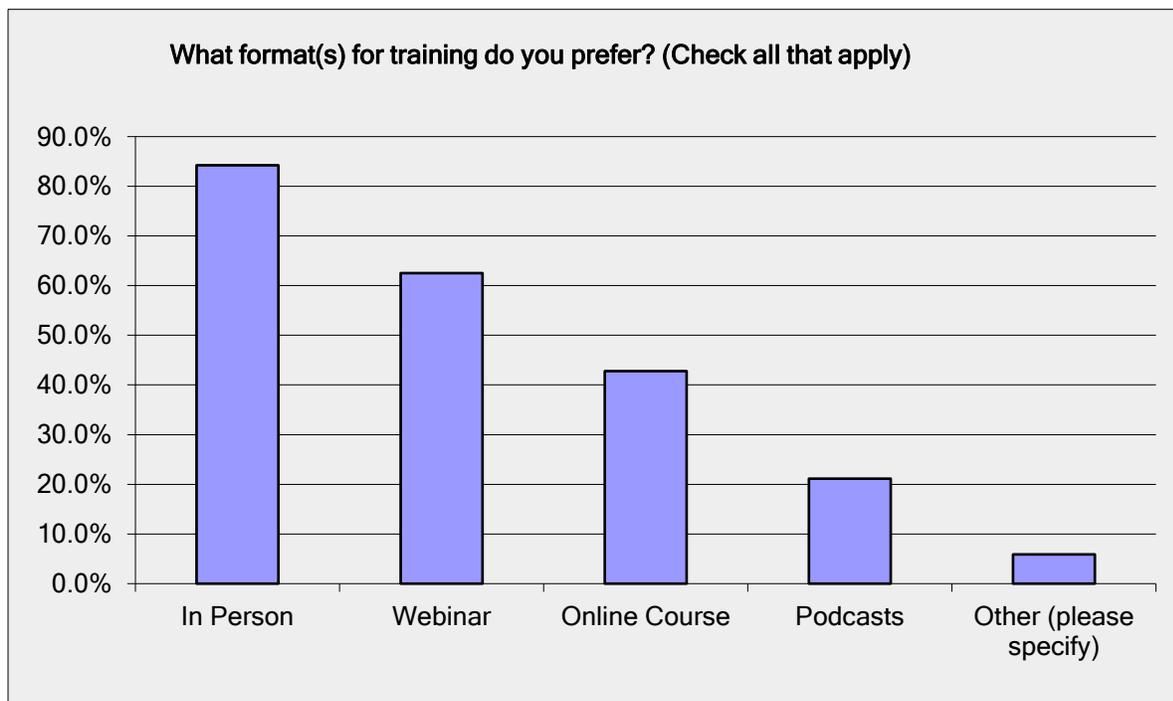
- It seems weird to be attend a conference on a topic that is a cornerstone of democracy when the whole system is on the shiter
- New job change
- Cost
- Moving back to the USA in May, so not sure if I will have a new job by autumn.
- Depends on whether my organization will support my attendance.
- Cost, location and the need to take time off from work.
- It depends on my employer.
- Cost, time
- Great location, opportunity to meet other professionals

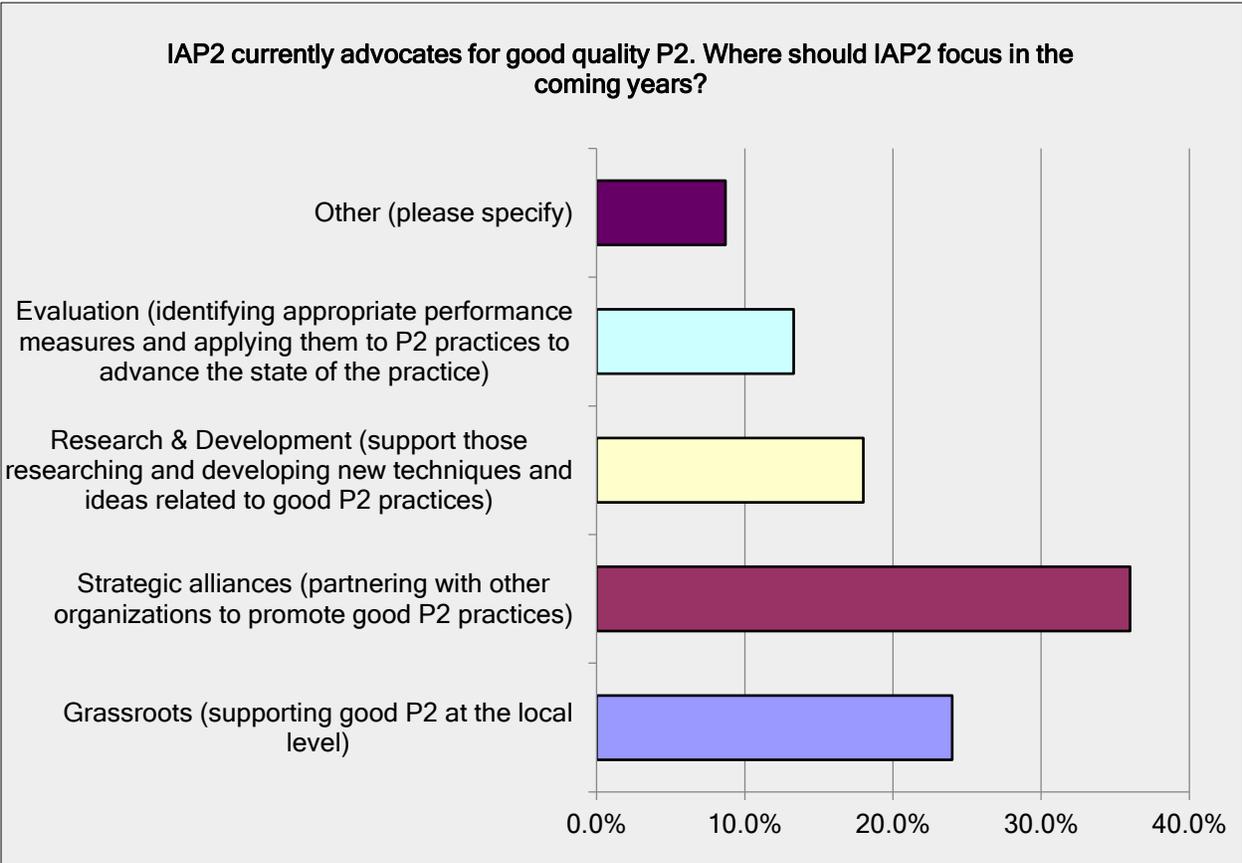
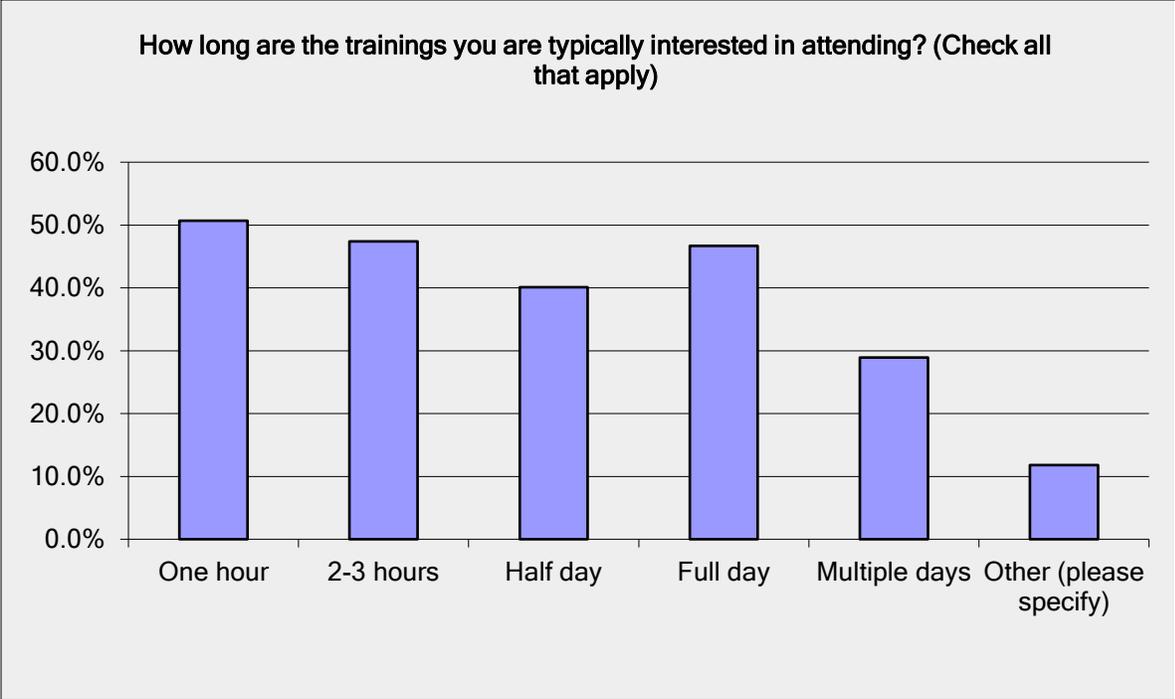
### **What are three “hot topics” you would like to learn more about at the 2017 North American Conference?**

- The Big Hairy Problem | Designing for Diversity | New Tools & Techniques
- Ethics | Decision-Making
- Fighting the label "fake news" | Us vs. Them mentality and how to resolve it | Why people feel unheard
- Politics and IAP2 | Leadership | Eliminating jargon
- How to engage with the disengaged | How to interest the public in long range plans and projects
- Online engagement tools | How to measure engagement | How to report on engagement results
- What is new (something we haven't seen at the other conferences please!) | Environmental Justice and Title VI requirements | Real World Applications of Tools and Techniques including case studies and lessons learned.
- Engaging marginalized people Using advisor groups | Online engagement
- Civil discourse | Managing outrage | Basic skills
- How social media/algorithms are shaping opinions | The state of P2 - the effects of the Trump Administration on democracy | P2 from the NGO perspective
- outreach at federal agencies ;-( just kidding | public transparency when their government isn't
- Neutralizing false information through a productive approach
- facilitation | dealing with angry audiences | finding/reaching stakeholder groups at project planning inception
- research & efficacy of the field tool kits, templates, implementation guidance | changes in the field due to current political climate
- P2 evaluation efforts Growing the field of P2 | Innovative projects and ideas in P2
- Communicating data with cool tools | Any evidence based program that documents trust capital | Cross cultural dos and don'ts for the so-called experts and idiots without a political agenda by presenters
- Outrage | Appreciative inquiry
- Conflict management within committees | Civility in political discourse | Overcoming apathy in the electorate
- tool kits and checklists for staff | Measurement tools for engagement - how do you know if it is good | workshop on the art and science of survey creation
- Tips & Tools | Strategies | Disadvantaged/Underrepresented Communities Outreach
- Connecting IAP2 with non-profit and community organizing techniques | Building toward Empowerment - how to design the most participatory outreach possible, and how to increase you organization's willingness to allow deeper participation. | Developing collaborative strategies - how to use asset-based planning to build collaboration between partners and stakeholders.
- Racial equity and engaging vulnerable communities in an era of heightened threat and distrust | Creative engagement tools and strategies | Structural and institutional transformation towards public deliberation
- Changing role of civic engagement in public discourse | Evolving tools for civic engagement | Moving beyond protests and social activism to constructive dialogue

- Alternative/creative engagement formats for public participation besides meetings | Metrics for public participation - using data to measure results of your program | Reporting back: telling the story of public engagement for projects with long timelines
- impacts of "fake news" and "alt facts" on our profession | maybe some open space so we can talk to each other on topics of concern | How to promote P2 when political winds change and leaders are no longer interested in getting input
- How to help people avoid getting polarized during interactions | Best practices in engaging other than the usual suspects into | Best practices in providing unbiased education to participants
- Engaging culturally specific communities | PP consulting as a sole proprietor
- Forecasted employment opportunities if pursue more public participation trainings | How to convince leaders investment in public participation is worthwhile | Managing angry rooms of people
- Imagine where P2 can go in the future to make a difference | Creative engagements that worked - especially to build trust in a community
- How to bridge political divides
- how we promote P2 in the age of Trump
- Managing P2 during contentious political climate | Evaluating & assessing impact of P2 work
- Crisis communications | A case study of IAP2-implemented success | How to understand your stakeholder base
- Step by step of specific engagement campaigns
- How to convince elected officials to do more/better P2
- How to deal with controversial issues.
- Building local engagement capacity | Refocusing on governance rather than politics | How to acquire credible information for decision-making
- Best practices | Current technologies and how to maximize
- innovative civic engagement programming
- public participation and racial equity
- practical planning and implementation of engagement of "hard to reach" audiences | case studies of smaller scale outstanding p2 efforts | supporting p2 in an environment of distrust, political unrest and general malaise
- Innovation in productive online deliberation | How to undo political polarization | Brexit and Trump poling failures and media's miss representation of public opinion - how to avoid
- How to support civil collaboration | How to reach difficult to reach populations | How to overcome cynicism
- Basic and advanced tools and "how to use" digital P2 techniques and software. I like how it was done at the SLC conference.
- Best practices in issues management | best practices in public engagement planning. | Effective group facilitation activities
- Trump / The Rise of Totalitarianism in the US | Trump / The Attack on Democracy | Trump / The Attack on Truth
- Reaching unengaged people, the promise of digital P2 | Introducing P2 in a culture of no P2 beyond the public hearing, very low and unevenly developed social and political capital P2 on a shoestring budget
- Supporting organizations and communities to understand the complexity of decision making | Designing inclusive participation | Participatory Budgeting
- volunteer retention | distrust of government and what we can do | meeting facilitation
- Local government community of practice
- New economy decision making | Operating in a less than collaborative environment
- civil engagement
- Conflict resolution | Current USA political climate
- public engagement with city residents | how to analyze feedback | engagement dos and don'ts
- evaluation research power dynamics and P2
- communications | social media
- Different world views. | More training and diverse training alongside the conference | facilitated networking activities (like icebreakers) that help people meet each other

- Graphic Facilitation | Online Engagement | Blending in-person and online for maximum engagement
- How is the tumultuous political environment affecting our work | How to engage upset people | How to engage diversity
- online engagement | RSJ | evaluating outcomes
- Accessibility for people with disabilities | Inclusive IAP - reaching immigrants and underserved | Working with local gov boards and commissions on P2
- Digital engagement methods | Integrating human-centered design into P2 | Increasing civic engagement in the Trump era
- Balancing tradition communications w/technology | communications on projects longer than 2-3 years | writing winning RFP responses
- Online networking | Outreach programming | Political activism
- Emerging issues | Strategies for adaptation in different settings | Communications for engagement
- Innovative outreach methods | Reporting analytics | Facilitation approaches
- Weird trend in "alternative facts" and not taking statements literally. What is this doing to credibility? | How meaningful is meaningful consultation in this political climate--or have decisions already been made? What does the future look like for public engagement? | Appreciative enquiry--what would we like to see--and how can we get there?
- Mentorship Civility and dialogue | Working with diverse audiences & diversifying our field
- Engagement on social issues | Developing engagement success measures | Innovative ways to engage using today's technology
- Engaging Diverse Stakeholders | Working with Upset Stakeholders | New Engagement Techniques via Social Media
- Innovative community engagement | restorative justice and bridging racial divides | capacity building
- Meaningful engagement with very limited financial resources
- Evaluation, especially participatory | Facilitation methods
- why we can't talk with each other right now | how to convince the "higher ups" in organizations to do P2 | how to use social media for P2





**What research do you see needs to be done to advance the practice of public participation and/or best practices? If you have a "thesis" idea, you may also share that here.**

- Are we too beholden to the sponsors?
- 1. What are outcome measures currently used, could be used? 2. Quality of decisions made using IAP2 along the spectrum (ROI research: comparing investment in higher involvement with quality of decision and other outcome factors). 3. P2 practice applications for non-governmental agencies. i.e., when your organization is not public, but your audiences are. 4. Opportunities for "rapid" P2? A 'mass customization' concept applied to P2 How realistic?
- What makes people want to get involved
- Collect, compare and do some kind of evaluation for government-sponsored P2 at different levels of government - recognizing different resource constraints 2. What kinds of P2 are most important to elected official decision-makers? 3. Examining communities of practice - doing some kind of longitudinal study about peer exchange and learning
- If P2 is so great, how come it still isn't a standard practice in the United States?
- What is good public participation and how do you evaluate in real time.
- Research that demonstrates the return on investment of P2 for organizations.
- Quantifying how PI increases citizen satisfaction with outcomes specifically, and the role of the sponsoring agency generally
- Engaging marginalized people and groups
- promoting civility in public discourse
- The biggest deficit is that there's a weak link between application and research. Students are not learning about good P2 and, as a result, unknowingly build poor habits.
- Does "clicktivism" actually have an impact? What about rallies?
- Is there any data on government malfeasance when there is a lack of transparency (Flint water for example?) Cities where people have been caught embezzling...
- New techniques, dealing with the current political environment, how we can better engage community members to ensure that their efforts are valuable.
- Finding stakeholders before a project starts--creating a community of interest that we can survey to set benchmarks
- data that supports the value proposition that P2 is "worth" the cost to implement
- We need a clear assessment of what P2 success means, what's working and why, and how to adapt successes to different contexts.
- Visual information and brain science, turning P.T. Barnum's maxims on creating energy and a crowd (yes, it's really about that) into top 10 tools, cultural communication that is research based not politically oriented
- Membership growth or retention due to amount of PP.
- Perhaps we need to examine the idea of broadening the definition and toolset of P2. I worry that a very narrow definition of P2 could limit our relevance.
- Measurement tools, techniques  
I'd love to see something similar to "Wikipedia" used to crowd source good public / government proposals, enlisting citizens as co-authors in the drafting of legislation.
- Multicultural P2. How do the techniques for P2 vary based on cultural context? How do you design and implement successful P2 techniques when in a community with multiple cultures present?
- Do a survey of practitioners: what skills do they use most in their work, compare by researching university course skills. What gaps need to be filled in education of today's P2 practitioners? 2) Collect examples of social and racial equity lens tools used in P2 work. What do they have in common? Best practices? How effective are they in changing outcomes in distribution of benefits/ burdens resulting from planning, projects, and policy decision-making outcomes?
- How do we engage young graduates to be involved and practice with core values from the beginning of careers
- Measuring effectiveness; training and education support for people who do PI as part of their job, but not full time
- Developing metrics to assess public participation programs
- Integrating what we know from brain science, social psychology, community organizing and organization development into public participation practice: what they have in common and how they can inform practice
- I think evaluation is a key tool that we may be missing out on in the profession.

- Demonstrating value of public participation best practices and methods versus when they are not done
- I would like to look at how to move P2 to be a more proactive practice taking place earlier in a project timeline - so that project decision makers are approaching project critics early and with a plan for mutual, constructive problem solving.
- The value of engagement in making better and more durable decisions, the value of collaboration in preventing conflict and reducing costs long-term
- Evaluation & measuring performance; efficacy of various techniques with various populations
- A better understanding of who makes up IAP2 membership and how your organization can fit those needs. I would imagine they are quite diverse.
- Show how it improves outcomes and satisfaction with elected officials.
- Return on investment in P2
- New techniques to reach people in the digital age.
- How can citizens learn how to more fully appreciate and protect democracy? How can citizens learn to more fully value and act on their responsibilities as citizens in a democracy?
- Collecting the experiences and the methods adopted along with feedback on effects
- How to measure effectiveness of our efforts
- How to ensure that public participation best practices advance racial equity instead of tokenizing or "othering" people of color.
- What types of "closing the loop" reports are most effective for believability and building trust?
- How do we make public participation work on line? We can't reach enough people and we can't traverse the geography or fit in people's schedules if we don't make it work online. But twitter and Facebook are driving the polarization and hostility we see. I'm working on [civildpursuit.com](http://civildpursuit.com)
- I don't know. I think almost any research on the topic of which practices change decisions/behavior would be breaking fairly new ground.
- What engages people? What gets Americans off their butts and engaged. What do we need to know to restore willingness to engage and respect for diverse perspectives
- Examine the nexus, benefits, weaknesses, and potential between the practice of P2 and individuals' participation action. Focus has been on good P2 (great!). How might IAP2 expand its mission to also focus on ways and tools for helping individuals get more engaged, especially during the current climate.
- Unsure at this time.
- How do we measure impact? What is the demonstrable value of P2 to decision makers?
- Real time valuation of P2 practice in my experience is still not done as effectively and efficiently as it could be. I have put forward an application for a research project to a local government association that would be valuable to explore with IAP2USA as an international partnership
- Evaluation.
- Getting buy-in from my higher ups. I need a quantitative value that I can show them to prove it is useful to share information with the public and to get their opinions on the plans.
- examples of change for the better  
The intersections of public participation. Our country is craving civic engagement at this time. IAP2 could be the trailblazers for this.
- data proving what methods work and don't work for end results (not just number of engagement points)
- Measuring the value, impact, and success of quality p2 is difficult and we are always looking for ways to justify the cost and utilization of resources.
- Finding the overlooked members of the public - often those with disabilities.
- Research focused on how and through what channels the audience receives the messages of public participation would be valuable
- Cultural barriers, return on investment
- Documenting benefits
- How to motivate and excite citizens about public participation. In my nearly 30 years
- Some more data analysis on how many stakeholders feel engaged or if they want to be

- Supporting P2 practitioners in becoming culturally competent
- What are MPA or MPP students learning re: P2 in their masters programs? How could we impact that?

### **What are the three most important challenges in public participation practice?**

- Engaging a broader audience | Public Participation Budget (Value) | Accountability of Project Owner
- Sponsors not wanting REAL participation | We don't push the sponsors sufficiently to provide REAL participation
- Political power over stake/interest | Squeaky wheel gets the grease | Hate and fear in our environment
- Administration in Washington DC | Lack of empathy | Budget
- Gaining acceptance | Being used more widely - train the trainer approach | political angles
- Productive use of social media to BROADEN conversation. | Americans are more removed from productive democracy | Declining civics/political science/American history in education
- timeliness | apathy | controlling the tensions
- Limits on time in consulting | Limits of funding to generate unique engagement ideas | The need to speak multiple languages
- Fairness and openness - operationalizing the values | Mistrust of information - harder to agree on "facts" | Meaningful but different scales of involvement - from a 2-minute online poll to a 2-day deliberative workshop; how can people choose what works and have the relevant degree of impact?
- Conflicting wants and needs of the public and stakeholders | Competing for the public's time and attention
- Lack of awareness | Lack of demand
- equity
- Funding
- Demonstrating return on investment to organizations | Recognition in the marketplace that this is a distinct professional practice (not PR, Advertising or Marketing) | Gaining buy-in from senior organizational leaders
- Time | Too many things competing for the public's attention
- Changing demographics that don't match practitioner demographics | dealing with limited funds | dealing with limited/multiple conflicting interest from the public
- Engaging marginalized people and groups | Building bridges between differing opinions | P2 that operates at the far right end of the P2 spectrum. Most often we operate at the far left of the spectrum
- participant diversity | capabilities and drawbacks of social media | too much disinformation available too fast
- Awareness that it's a profession | "Anyone can do it." | That it isn't the same as PR/marketing
- Who really governs? Economic elites, business-oriented interest groups, average citizens? | Do those online petitions do anything? Clicktivism. | Providing P2 opportunities at all levels of government
- True engagement and not just checking boxes | Resistance from management/electeds to open government
- Engaging uninformed audiences
- current political environment | lack of community involvement | confusion between P2 and public relations/advocacy
- How do we know if our techniques worked? It's NOT just YAY the project completed/NAY the project failed. | Identifying audiences/stakeholders EARLY | dealing with people/groups who think they have an individual veto--or: DO they??
- getting leadership on board | use of trained P2 practitioners instead of just anyone on staff | engaging to make better decisions, not just because it is a requirement
- Angry audiences incited by social media | "entitled" residents who feel they are more important than any others | getting enough input on shoe string budgets
- Assessing and communicating our impact | Convincing decision makers and public officials to support P2 | Differentiating between "checking a box" engagement and more in-depth, grassroots, empowering P2
- Management buy off | Money (it's always money) | Proof of purpose/value
- Spreading the value added | providing a workable framework for a huge undertaking | Outreach to get organizations involved.

- Getting citizens to engage in a productive way | Getting citizens' attention amidst the "noise" | Demonstrating how P2 makes a difference in a meaningful way
- getting communities engaged
- Buy in from elected officials | Getting the non-engaged, engaged. The same 10 people are not the voice of the masses | Funding for P2 in government orgs. It is a must have, not a nice to have
- Connecting to traditionally underrepresented / under engaged communities | Tailoring outreach strategies to communities | Reaching farther
- Dealing with the current climate of distrust | Engaging communities of color and others whose voices are not often heard | Demonstrating the value of P2 to the current federal administration
- Organizational "bandwidth" - Time / resources to practice P2
- Breaking down power structures to make them more accessible | Building bridges between disconnected parts of our broader community/society | Connecting the work people do in their homes and personal lives to the creation of our communities at large - how do citizens connect their daily lives to the development of their community?
- Socially and racially equitable P2 amid structures of power and privilege | Engaging the public at large when the issue is important but not urgent according to priorities of one's regular life | Rising distrust of government - especially for vulnerable communities
- breaking habits of how it's always been done | presenting options in ways that encourage better outcomes
- Establishing credibility | Establishing trust | Getting angry people to have a dialogue to come to a solution
- Social/media context that immediately shapes stories as positional/adversarial rather than open up dialogue | Media literacy and fighting the echo chamber for people to distinguish fact from opinion and engage in a range of perspectives rather than a single viewpoint | Listening, appreciating and engaging in diverse ideas and perspectives
- Engaging hard to reach audiences | Providing meaningful engagement activities when informing the public | Managing difficult personalities at public meetings
- Getting people to engage | Getting leaders and decision makers to listen | Broad understanding of the strength and wisdom in all the voices
- Engaging elected officials | Engaging the community beyond the usual suspects | Helping people bring the best of who they are to conversational tables, not predetermined positions
- Getting higher ups to understand the value
- People not understanding what it is and how it is different from facilitation or outreach | Employment opportunities - will be hard to get next generation it is unclear if can get paid for this work and enough to support oneself ?
- Getting to do the work; biggest barrier is ignorance to the practice and its impact | The history of bad P2
- evaluation methods
- Making p2 widely used by professionals and agencies | Involving diverse people and communities | Adapting to technology advances
- budgets | politics | Trump
- increasing buy-in from leaders to use P2 | enhancing exposure of the practice and practitioners | emotion/outrage in the public arena
- Understanding the best way to connect with stakeholders | Understanding that you cannot always engage the public, but you need to inform instead | Understanding hostile or resentful audiences
- establishing credibility | having documentation to support approach
- Getting the busy public to show up
- Wanting to do more than our current environment permits/supports. | Civility in public discourse. | Shorter attention spans and reduced F2F contact (rise/expansion of digital universe).
- Getting government to truly adopt it
- Reaching diverse audiences | Connecting people to their community
- Public cynicism, mistrust, and laziness towards democracy | the proliferation and acceptance of fake news and dishonesty in governance. | general breakdown of public judgement around and capacity for discerning between facts and opinions
- individuals not qualified to practice | agencies limiting the competitive environment | cost

- Encouraging participation by p's not directly affected | The elimination of the administrative state | Building communications across the divide
- employer recognition of importance | community buy in
- Evaluation | Updating best practices | Evolution of technology (and danger of leaving people out because they don't have access)
- Reaching under represented audiences | research techniques to evaluate outreach effectiveness | Utilizing technology to be more efficient and effective.
- getting the "public" to participate | getting the professionals to go beyond "public administration" towards "public engagement"
- current political climate | lack of participation of people of color in PP processes
- supporting rational dialog and informed decision-making | elevating the opinions of the "reasonable" in the presence of unreasonable, unthinking reactionists | activating the "reasonables"; keeping them from checking out
- Hostility and polarization | People's busy schedules and all the other things competing for their attention | Bad experiences with previous public participation attempts/efforts
- Getting organizations to begin programs well in advance | Funding | The current cynical environment toward government as a means to achieve better things
- People who think p2 should accomplish or objectives | Lack of willingness to engage | Fear of people who see the world differently
- Dealing with angry people and conflict | Keeping current on digital tools that are ever changing.
- Lack of recognition for its value and necessity. | need for promoting P2
- The current turn towards totalitarianism | The nearly complete collapse of public trust (both for institutions and trust in other citizens) | Peak Oil & Climate change - (i.e. if basic infrastructure collapses, most people will be less interested in the finer points of P2)
- Explaining P2 to people (especially elected officials and local government administrators) who have no basis of understanding it. | Showing the financial advantage of investing in P2. | P2 in the climate of no dialog.
- Misuse of information and on line communications | The value to the public of P2 | The value proposition of P2 for organizations experiencing funding cuts
- information overload | check the box pp | diversifying participation
- Election wrought chaos at all levels of civic engagement | Equity and inclusion are buzzwords rarely practiced well | Too few marginalized and under-represented practitioners
- Funding | having a seat at the table early on | moving from outdated and traditional ways into more digital and nontraditional methods
- mobile phones / web evaluating P2
- Appropriate and meaningful metrics | Increasing (current) levels of participation | Creating/reinforcing awareness, level of participation, perception of value, and putting "results" to work
- buy-in | time -- everyone is busy | applying the results
- Getting people interested / apathy
- highly technical nature of many decisions | natural response of people to favor status quo over embrace change | lack of civic culture by next generation -- protest yes; participate less so
- informing the public | setting clear goals & expectations
- resources | leadership
- Knowing what to do and when | Knowing what to do with little time and little money | Knowing what to do to reach different audiences
- Politics | Upset people | Lack of diversity in who shows up
- getting as many different voices involved | people saying the want "engagement" but they only want to resource it at the lower levels and expect better results | Using what is collected in a meaningful way

- reaching target audiences | agency goals | making a difference
- client understanding of IAP2 importance | RSJ | outreach
- inclusion
- Resources - human, financial, time | Alignment with citizens' work | Ability to blend technical expertise & public values
- Convincing employers of the need/value
- Recruiting participation from public | convincing organizations/governments that they need this practice to have more successful projects | Evaluating success
- Access | Collaboration | New ideas
- Evaluation | Follow-up reporting | Recruitment
- Shifting political trends | Identifying and consulting vulnerable groups who get information in different ways | Not stopping once the decision is made--getting commitments to ongoing information and feedback throughout a project life
- Justifying the investment | Lack of resources | Polarization
- Attendance at events Informing the public about events and the importance of attending | Providing the proper format to engage the public
- Establishing grassroots interest | Developing community trust | Community feeling like they are truly empowered
- Lots of other things going on in life | Lack of interest | Getting people simply informed about what's going on with the real facts
- Still not seen as a core function for public agencies | Lack of coordination between organizations & groups focused on similar goals | Lack of focus on leadership & personal development - deep listening, new ways of convening, etc.
- federal stance and funding to support social welfare programs and people | government stigma | funding challenges
- teaching next generation of P2 practitioners | getting cities to implement P2 for all kinds of subjects, not just budgets | bringing communities of color into the P2 discussion

### **How do you think the P2 practice in the US might advance or change over the next 5-10 years?**

- It depends. I think in some regions, yes. People are more politically involved as an outcome of the 2016 election.
- Partner with planning organizations as our work is closely aligned with theirs. Without commercializing the P2 practice, partner with companies that can financially support our programs and get the word out.
- The current administration could decide it is irrelevant and agencies may stop seeking public comment.
- I think if P2 can be tied into other professional programs or get accepted across more local government organizations, it is sure to grow.
- It'd be great to have a languages network that helps translate P2 into different languages and encourages more practitioners to be multi-lingual. I think we could also have a large role to play in the political sphere
- More focus on online. Challenges of social media proactive and reactive environments. Building even more transparency as to why certain P2 goals and methods are chosen and not others
- I think it will need to be more nimble and align to the public's preferences
- This industry will continue to grow and gain recognition in the marketplace.
- Use of social media in a way that does not increase the echo chamber
- Since our democracy is being questioned and many populations are increasingly afraid of the government, we will need to gain back trust in local government through increased transparency, honesty, and listening more. That will take more time and money, which many people/agencies won't invest in.
- More digital
- Bringing people back to the table for conversation following an over-reliance on social media
- Not sure we'll achieve this, but I hope that US government at all levels engages authentically with the Tribes.
- It is being put to the test as I type. The Trump Administration and Congress appears to be closing opportunities to input. By the same token, citizens need to understand when and how to voice opinions and be clear in expectations of how their input will be used.

- Considering the fascist occupying the Whitehouse and the impact on federal agencies, local and state agencies will have to work to maintain or improve open processes.
- Focus on more research; best practices; new techniques; accreditation of professionals.
- NIMBYs can easily move a project into politics, where THEY can say anything to confuse the issue (i.e., alt facts) and WE can't. The US needs to re-create collaboration, or no large infrastructure project will EVEVR get built.
- continue advocating for good P2 and professionalizing the field
- Local initiatives scaling up into distributed partnerships.
- We face a fragmented political landscape, class inequity, and income inequality (the biggest issue debasing our politics and economy). If you don't address these issues, you will be less relevant. Good luck.
- Teach people how to talk to each other again.
- It will blossom or stagnate, but it won't remain status quo.
- Video/Online tools
- Hard to see far ahead when we are plunged into daily news of distrust and shouting matches
- Digital
- It will make local involvement more relevant on larger scales - connecting local program leaders in a broader community of practice. It will harness technology to make communication from many to many more effective.
- We will find aftermath of Federal politics inhibiting our ability to engage underserved community
- This will become the standard for how we approach the public
- Data doesn't convince people; trust and emotion do. Navigating the distrust of politics at the national level as it trickles down to decision-making and fear of the future at the local level is going to be a key challenge (local jurisdictions seem to be paying for the "sins of the father"). No longer can Planning Commission and City Council meetings just be about the facts; the structure and way that information is being shared with decision makers is critical to a positive dialogue about the options. Mapping out a public participation process where people can agree the process was fair (even though they don't agree with all of the information) is going to be critical.
- We need models of good civic dialogue where ideas are sincerely engaged and discussed, demonstrating complexity of key issues while making info relevant and easy to understand.
- We will continue to evolve as engagement technologies develop
- I'm counting on the millennials! Build on the networking skills, energy and enthusiasm to reach across the chasms and fault lines and work to focus on what interests we have in common, not what separates us.
- More participation on line; more polling processes, more diverse stakeholders involved
- We will be using technology more often.
- I hope it becomes more integrated into decision-making processes but I wonder if laws or more laws saying as much will be required for this to happen
- Building relationships between practitioners around the country - right now lots of people seem to be inventing their own wheels.
- It could literally disappear at the National level, but be strengthened at the local government level
- P2 practitioners will need to be better equipped to deal with emotion and divisiveness especially in the public arena. With budget cuts, P2 will need to be promoted and advanced as a COST SAVINGS versus an EXPENDITURE to "sell" the concept to organizations who may otherwise forgo good P2 work in the name of 'saving money'
- I think there will be more opportunities for early engagement but coupled with information and education.
- Increased use of remote participation technologies. Adding things like "digital town halls", on-line voting and opinion gathering, and whole new approaches to interacting with people more immediately and via alternate technologies. Face to face is still the best for many things, but if our participants are gravitating to other mediums so should we.
- More use of digital engagement
- Focus FAR more on the breakdown of civic capacity, and far less on process because, absent civic capacity, process is of little value.
- Either the conversation across the divide happens or we die (not literally) as a nation
- additional need for electronic and other forms of communication while not eliminating more "traditional" communication

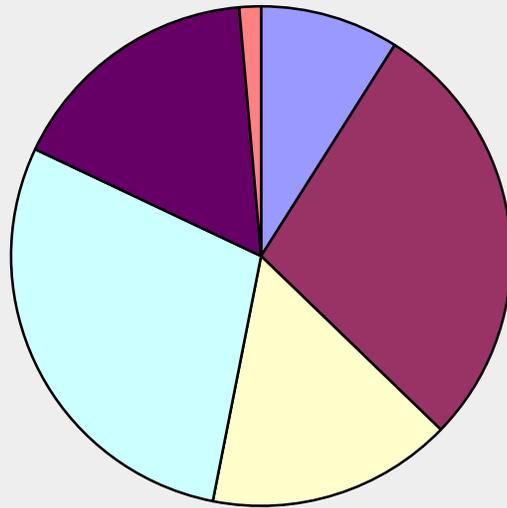
- P2 is needed now more than ever. I fear the current administration will take the public completely out of project development and policy processes. We need to advocate more at the state and national levels.
- Technology enhancements and more online ways to connect with audiences.
- Has to get more sophisticated and remain accessible and open all at the same time. Might have to do more with less with proposed budget cuts. P2 practitioners may get depressed and throw in the towel in an unsupportive environment, shrinking the ranks
- Go on line
- There's nowhere to go but up. It is interesting to read the IAP2 materials being presented by practitioners in Canada to see how PP can achieve better outcomes and a more sophisticated citizenry!
- We need to be nimble and urgent. We need to get everyone involved
- (US specific) May have to fight to conduct and get P2 activities and decision-making processes funded in the US, given the current political climate and reduced federal programs doing and supporting P2.
- With promotion of quality and effective practices, it will become recognized for its necessity.
- Meaningful P2 may quite literally disappear in the US in the coming years.
- There will be resistance to more and better P2 from the federal and many state governments. My job as well as my assessment of the possibilities will keep my focus on local initiatives. Our best opportunities will be with local governments and local issues. We will need new sponsors and collaborators to work on non-government and non-legislated issue based P2.
- If we continue to build the capacity of practitioners through the delivery of quality training, the capacity of decision makers and people in communities to participate in effective decision making will slowly make a positive difference.
- diversity training
- Stop trying to grow membership and focus on offering training and networking, and IAP2 will become better known as a resource.
- It will be interesting to see if this presidential election/leadership will affect P2 practices at all?  
It will be more online
- I think the younger generations receive and filter much more noise than we have in the past. We have to find creative ways to break through that noise to become a clear message.
- passing of the baton -- how next generation will both be involved in and lead P2
- There will be more requests for public participation. But how do we get the public to show up to participate?
- IAP2 USA should diversify its offering with new accredited training programs not the same old thing.
- Train leadership in organizations.
- encourage more p2 in local governments
- I have no idea. People may check out entirely if not heard. Alternatively, they may start getting more engaged.
- I don't see much change in the near future.
- More consistent focus on inclusion, and on clarifying to the public what the impact of their participation is.
- The public will demand more input, the practice will need to provide trackable plans and quantifiable deliverables.
- Evaluating as a neutral third party, for hire
- Flashback against "alternative facts" and standing up for meaningful consultation. Could be moving towards stronger public outrage towards government.
- We have an opportunity to make P2 an integral part of governance practices, but we need to persuade decision makers of its utility.
- Better public participation attendance and involvement
- I believe that P2 will continue to grow and IAP2 has an exciting opportunity. There is a renewed focus on the community voice and people are desiring to become more involved.
- More online connectivity
- If it moves in a positive direction, P2 will be seen as core function of public agencies and other community organizations - and their budgets and hiring practices will reflect this trend
- More orgs in social sector wanting and needing related tools and guidance

## What role should IAP2 USA have in creating this future or affecting future change?

- Support grassroots participation. Spread the value of public participation to cities and local governments (at least in the Midwest).
- it should take the lead in partnering with planning organizations
- Advocated agencies to continue to encourage P2!
- Public participation and communication is often lacking and in these trying times it is essential. IAP2 should try to push this idea while trying to stay politically neutral to appeal to the widest audience.
- Research into impacts of the practice.
- It'd be interesting to hear about how jargon works in other languages. IAP2 could partner with/support political organizations that request help on how to communicate with different groups. I don't know if IAP2 aims to be apolitical, but I think IAP2's core values speak clearly about how IAP2's mission may be at odds with the current administration.
- Not sure. More explicit mapping of academic-practitioner partnerships, who is doing what. Perhaps seek a grant for one of the important challenges above.
- Not sure
- Maintain a visible and vocal advocate role for the industry. 2. Be the go-to source for professional development and certification. Have academic, case-study quantification, and strategic alliances that build credibility for the P2 industry.
- Research
- We will need to hold one another accountable for authentic participation and also hold our local governments accountable. It's going to be a lot of hard work.
- stay true to your basic tenets
- If we don't, it won't happen
- A broad and deep understanding of the Spectrum would be fantastic. Citizens need to understand that just because they make lots of phone calls or rally on the steps that that WILL make a difference in the decision. Decision-makers need to be clearer in opportunities for input and at what level of involvement.
- Of course not all IAP2 members will think there is a fascist in the Whitehouse, so you'll need to be careful but I think you should focus on the grassroots level and support the P2 process and teaching the public to EXPECT engagement and transparency at all levels of government. Voters got way too lazy, and too many people didn't vote, let alone follow city planning processes or school board decisions! We have ALL mail voting in WA and some counties have less than %30 participation. That's ridiculous, it takes almost no effort.
- Lead it.
- IAP2 is set to be a leading force, through practical hands-on training; certification; research into evaluation techniques; and the leadership role you play. RIGHT ON!
- IAP2 needs to assert itself as the driving organization advancing innovative, high quality P2.
- Change your name. It's terrible. You know that. If you can't build a good brand, why should I buy your product? You have to sell yourself and be honest about this. No one knows what IAP2 means except IAP2. Everyone knows what I mean when I say PT Barnum. Think about it.
- Like the city tours to address national or global issues.
- The organization needs to provide a relevant, useful take on how P2 fits into the overall societal dialogue rather than insist on one "true" way to engage.
- A big one!
- Showing clearly with solid results how P2 benefits everyone -- residents and government
- Build local leadership, highlight and cross pollinate their work, advocate for more resources and focus to be allocated to improving P2 in government work.
- IAP2 should advocate for best practice and take stances on social issues that stand to inhibit practitioners members from performing best practices in equitable P2
- The best practitioners train and mentor the next group of trainers and practitioners so that as a group we are always growing
- Training practitioners with skills to direct or navigate through positions to productive conversations.
- Advocate for good process; equip practitioners and decision makers to conduct public process in line with IAP2 values and ethics.
- Developing metrics to assess public participation programs
- Be leaders. Let's do something daring and hope it draws enough attention to pull us into the future and help us grow.
- Two keys: -- Best practices for getting people engaged -- Helping people talk across and through differences of all kinds (class, ideology, race, ethnicity, language, gender, sexual orientation)
- IAP2 USA is positioned to be the agency that de-silo's the work and information.
- Training, education, networking, advocating
- Should be a major voice in promoting our field
- preparing practitioners, equipping MORE practitioners (encouraging more train-the-trainer opportunities, perhaps?), offering promotional materials & concepts to practitioners to help us spread the word of P2 as an efficient use of resources

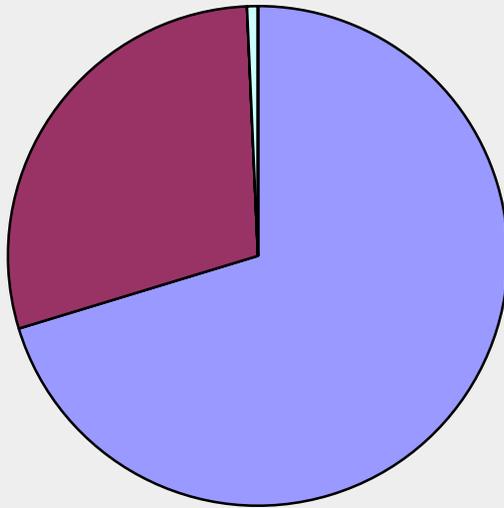
- Better teaching and communicating that not all projects and programs are devoted to just one approach. How to better shift within the spectrum to accommodate your project/program needs, owner needs, and stakeholder needs.
- Try things out. Create new ideas. Break into new industries and areas of dialogue. Communities are getting "mad as hell and not taking it any more" about much of the change coming toward them. How can we help a population used to fast-paced editing and 14 characters to see beyond this week, this month, and this year? How can we change governmental, regulatory, and corporate cultures to more quickly adapt to changes in society? These are all areas where IAP2 has a unique vantage point and perspective!
- Arming people with the tools and skills, without losing the actual engagement
- Focus more on education and advocacy activities that educate and raise the capacity of everyday people to be active, engaged citizens instead of on perpetuating the myth that 'experts' and certifications are going to solve the growing challenges to American democracy.
- Influence the work practices and educated the clients on PI ethics.
- Developing the "technology" and transmitting to those who have the nerve to risk murderous blowback
- leading edge on building the credibility of PP and open to sharing new ideas
- Create a lobbying arm.
- Be a leader in the practice. Share new advances, techniques, knowledge and methods.
- Advocate and advance new best practices
- Provide support and encouragement. Provide tools and techniques that are scalable, shareable, and can be done without highly trained P2 practitioners. Educate the P2 practitioners of the future and provide good support system.
- Be a facilitator of successful P2 online
- Continue to improve the status of public participation in the U.S. Perhaps it's time for some activities that spread the word, like a strategic IAP2 presence at conferences targeting local governments, infrastructure providers, and water resources.
- Make membership compelling
- Promote the practice more broadly.
- IAP2 (and everyone) needs to abandon the idea of "business as usual" and respond to a fundamentally different world. This is a time for radical re-thinking, not for more of the same ol' same ol'.
- Communicate P2 value to the general public. Raise expectations and create possibilities for P2 with examples of success in unlikely places.
- Continue to be innovative and creative with the practice while not losing sight of the strength of the core values and how they anchor effective P2 practice
- Place Board members speaking about the value of P2 and IAP2 as a resource on social and digital media, editorials, and any other "free" media.
- Pushing the certification program with companies, promoting the use of technology, helping to shape the way agencies view P2
- White papers would be good
- IAP2 needs to grow its relevance in the field.
- embrace technologies
- Continue presenting both successes and failures. Look at ways of really assessing some qualitative values to the practice.
- reaching out to that next generation -- making IAP2 known to this group
- Initiating those conversations and teaching the core values.
- Advance the practice and be the face of public participation.
- Teaching local governments how to incorporate public participation in decision making process with limited time and money.
- Focusing on professionalism
- Help local chapters succeed.
- Participating and leading it
- IAP2 USA should have a leading role in providing research on key strategies and technology and provide education for to professionals
- Pilot
- Good tools, good training, networking. Allowing people to take training courses even if they are not going to be trainers--to advance their own development.
- Partnering with other organizations to make the case for P2 and documenting its costs and benefits.
- Education practitioners on the best practices in the industry and research on how to improve public participation.
- A big one for sure! I think that IAP2 can potentially broaden the scope to reach organizations at a deeper level but also work with community organizations to teach the general public ways to be engaged at their local level and higher.
- Continuing being more well known throughout the US
- Build bridges with other groups focused on similar goals and host joint training and learning opportunities - NCDD, Participatory budgeting, Liberating structures, Citizen University, Authentic Leadership in Action, etc.
- Thoughtfully convene professionals looking to lead increasing the extent and quality of P2 practices in their communities so they can better learn from one another

### How old are you?



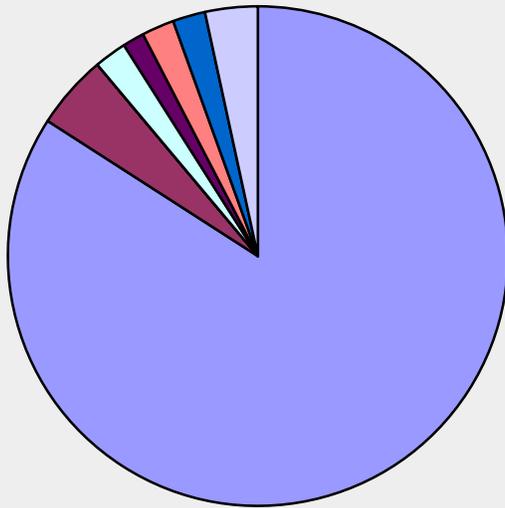
- Under 30
- 30-39
- 40-49
- 50-59
- 60+
- Prefer not to answer

### What is your gender?



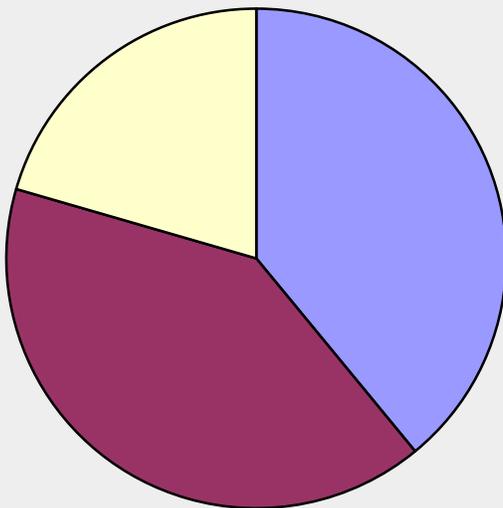
- Female
- Male
- Transgender
- Prefer not to identify
- Other (please specify)

What is your race/ethnicity?



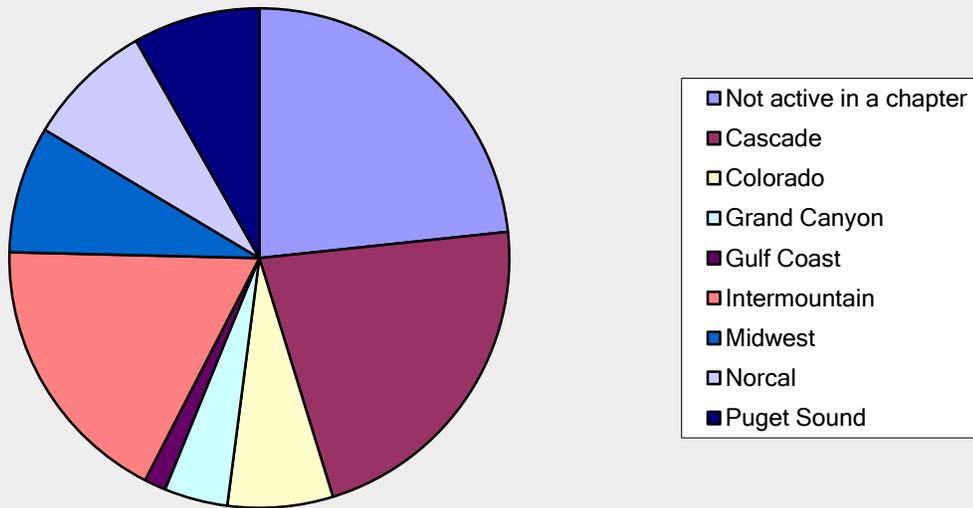
- White/Caucasian
- Black or African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian and Other Pacific Islander
- Hispanic/Latino
- Prefer not to identify
- Other (please specify)

Are you active in your local chapter?

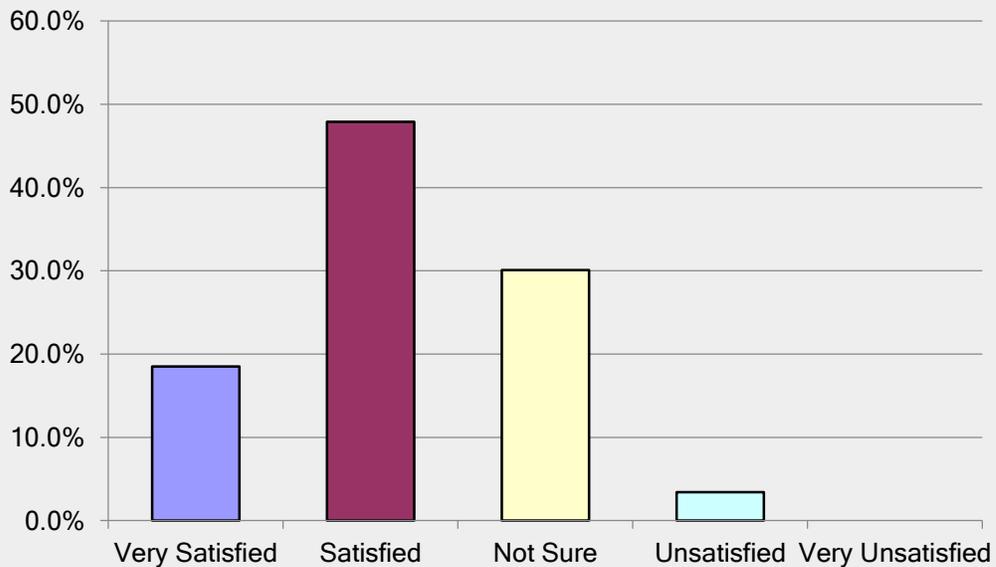


- Yes
- No
- There is no chapter near me

Which chapter are you active in?



How satisfied are you overall with your IAP2 membership?



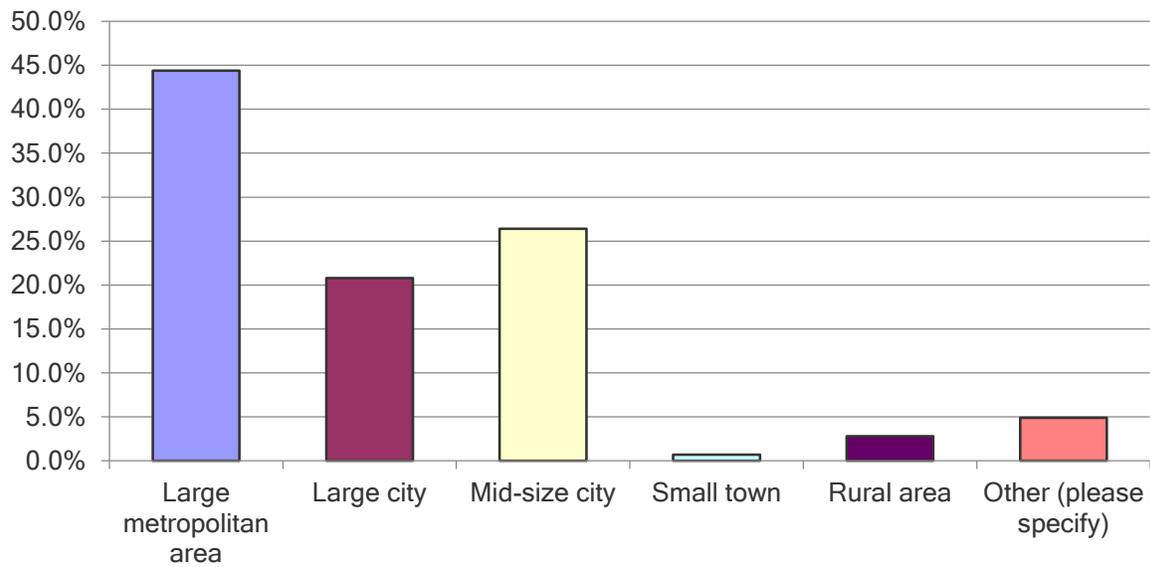
**Please elaborate upon your rating of your satisfaction with your IAP2 membership.**

- I like my 'virtual relationship' with national. The chapter in Portland, OR has a good reputation. But they are 2 hours (4 hours RT) and this
- I've been active off and on and I really appreciate the flexibility. I would be more satisfied if there were more opportunities for Cascade chapter outside of Portland.
- I've wanted to get more engaged in my local chapter, but they seem fairly inactive...

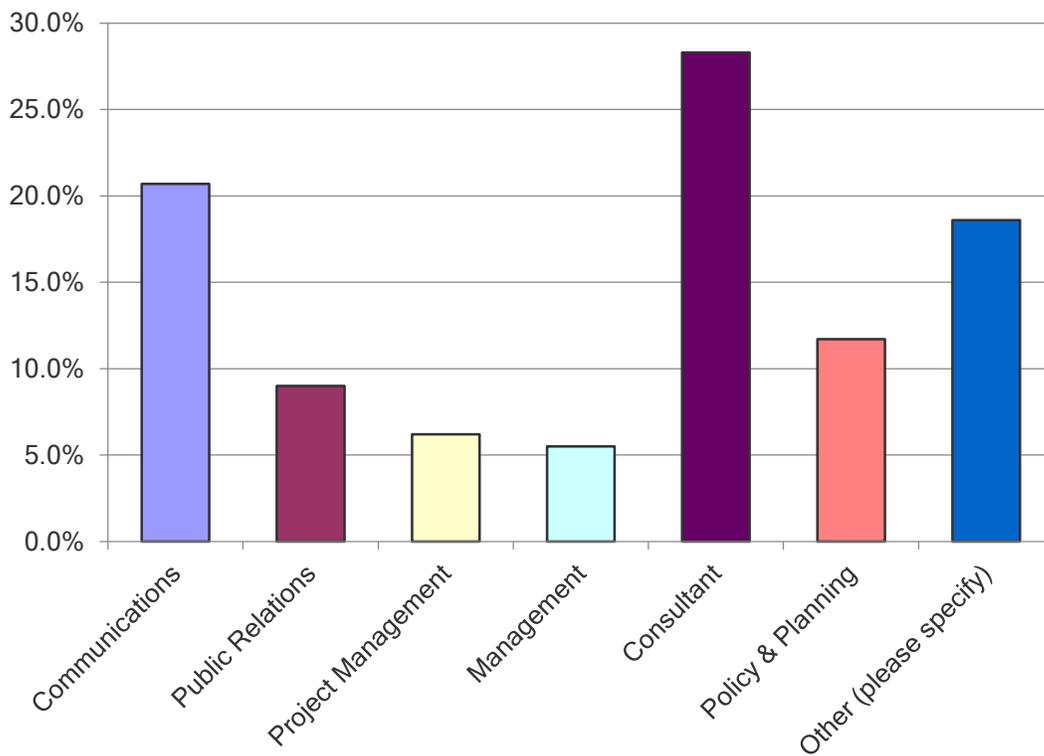
- Little to no value-add.
- Good so far. Could always be better.
- This is the home for the P2 industry.
- I get as much out of it as I can given my location, I guess.
- This is my second year of membership, I didn't utilize the first year.
- I actually would put myself in the neutral category but you don't have one. I think that given that it is only 5 years old it is generally doing an adequate job. However, I hope to see IAP2 evolve and become stronger.
- I belong because it's important. I attend some of the local meetings--the local chapter is VERY strong. I'm not greatly active because I don't have the time and it's a long drive from work (55 miles).
- training is excellent
- I'm glad IAP2 exists, but it's not necessarily my go-to to learn more about P2 efforts or connect with practitioners.
- I believe in supporting the organization because I believe in what we do as professionals. I do not currently take full advantage of my membership, however, due to time constraints and competing priorities.
- Wish there was a Sacramento chapter
- Benefited professionally from the Foundations training that I took back when it was called a certificate. Gained useful information and perspectives from webinars and the annual conferences I've been to, and from my chapter meetings. Glad to support IAP2's "spectrum" model and promoting it and the importance of P2 to the wider community. IAP2 is an important voice.
- Very new member so haven't had time to explore offerings yet.
- I am learning a lot, and just joined.
- I want IAP2 to send me a thank you for renewing (can I just get an IAP2 sticker). I think new and renewing members should be identified in newsletters (as well as where they are located). I wish I got discounts to events and trainings from related organizations.
- I have attended some events as a nonmember, it took some time and a different company that values IAP2 for membership
- I find tremendous value in the network of people I meet through IAP2.
- I think its content is too basic for my level of experience in the field. It is good for non-practitioners.
- I haven't been as engaged as I would've liked.
- Still too new
- It's expensive to participate in in-person training and conferences
- I wish there was a chapter near me and I wish there were more transit-initiatives
- The training and networking is high-quality, and it fits a very specific need in my professional practice
- I have lukewarm feelings about IAP2. I often think that this is a program that doesn't understand what I am interested or dealing with on a regular basis.
- The LA chapter is just forming and I'd like to be more involved but it's hard to get away to meetings.
- Just recently joined.
- I love the opportunity to stay current in the practice and find others!
- Too much focus on experts and not enough on building broad civic capacity.
- like the organization and info - not sure if there are local benefits
- Effective programs, good networking opportunities and collaboration
- Training opportunities, responsiveness of Amelia, level of communications.
- I think the la chapter is trying to start up but you don't have it listed.
- Mostly I think it's my own fault that I have not taken advantage of my membership more. I am not sure what I can do to help expand my local chapter, which would create more opportunities for networking.
- There's no chapter in Hawaii to connect to. Others are too far away.

- My membership will be more satisfying when IAP2 USA has the cache of AIA and APA. That said, I don't know if it is possible without powerful statutory demands on the profession such as those placed on architects, planners, engineers, etc.
- IAP2 USA is true to the values of the P2 member organization I joined originally
- I have been too busy with work to really engage/participate in my chapter.
- My participation in Cascade Chapter has been a highlight of my career.
- Our local chapter wasn't active...not sure if it is now or not. That might have helped for engagement/involvement
- Good but would like to know how to be more involved with my local chapter
- I would like to see more of a professional networking activity. What jobs are out there for P2 practitioners? What should I look for in a job description for future endeavors?
- I am fairly new. I want to learn how to be more active with IAP2.
- satisfied with training but feel like there could be much more offered to help retain that information
- IAP2 has met my needs for 25 years
- Just joined and took the Foundations course. Have found content stimulating and useful, and made a couple of good networking contacts.
- More regular access to ongoing research findings and new methods and approaches, case studies, etc... Online community to share ideas and exchange real-time input.
- I wish I had a local chapter and greater employer interest/support so I could better capitalize on what IAP2 has to offer.
- The state needs to form a chapter even if it is small, there is some isolation and not much collaboration between conferences
- Confusing structure. Just moving back to the US, so currently just joined one of the two IAP2 organizations I found on the web.
- I haven't taken advantage of it much to date.
- I have not been involved and have not had opportunities or known about ways to be involved.
- IAP2 has done a great job helping me get embedded in the organization through committees, etc. I feel like I am a valued member of the organization and that IAP2 supports my perspective and ideas.
- I'm enjoying it but am looking forward to more possibilities to come
- Difficult to find time to participate - was not aware of many offerings locally - and those that were in locations and at times that were not convenient

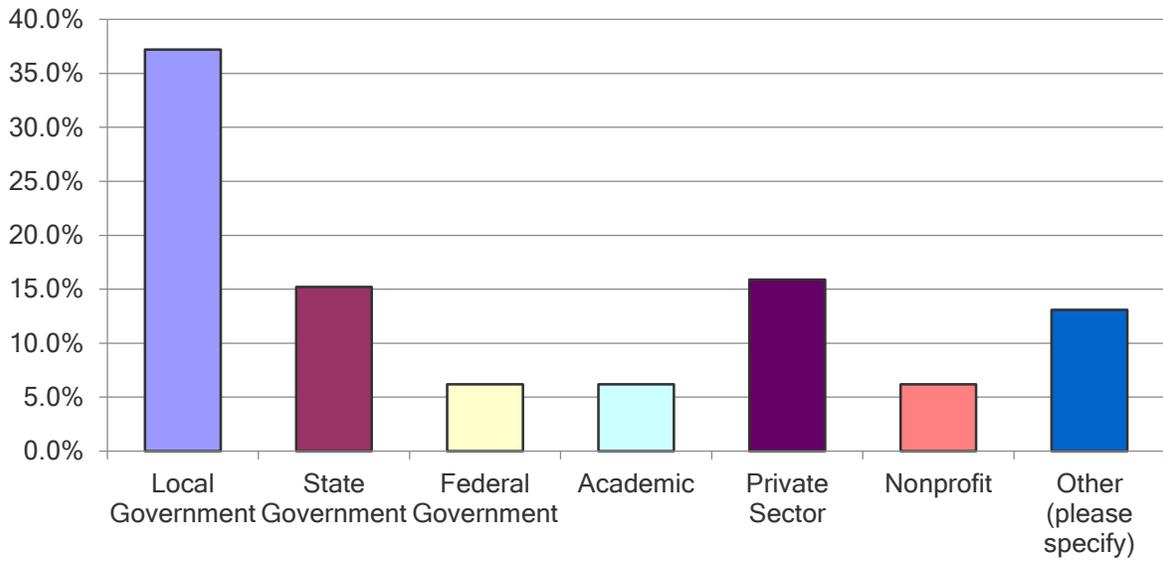
### How would you describe the area in which you work?



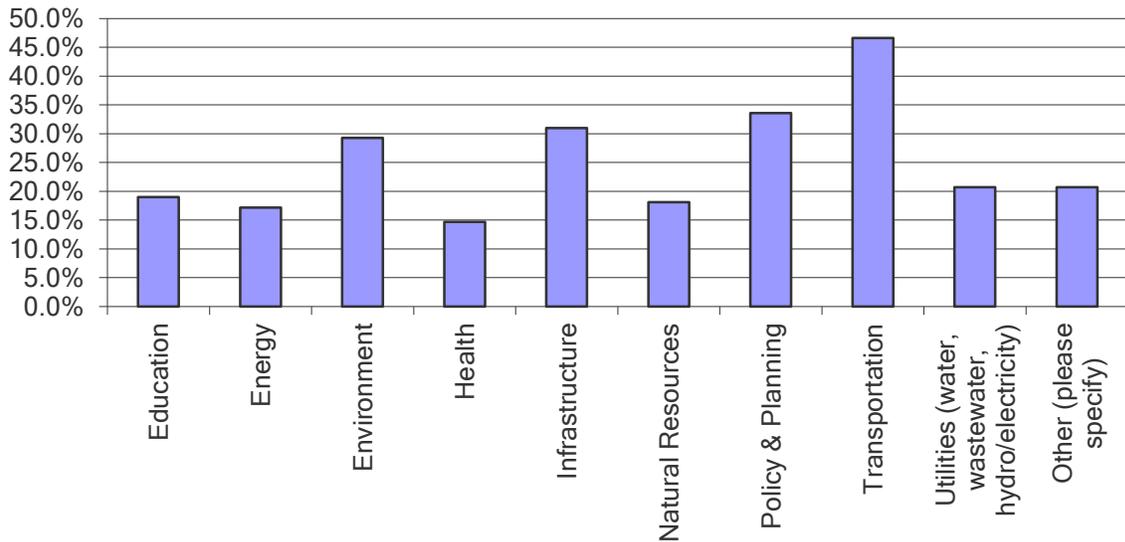
### What best describes the sector you work in?

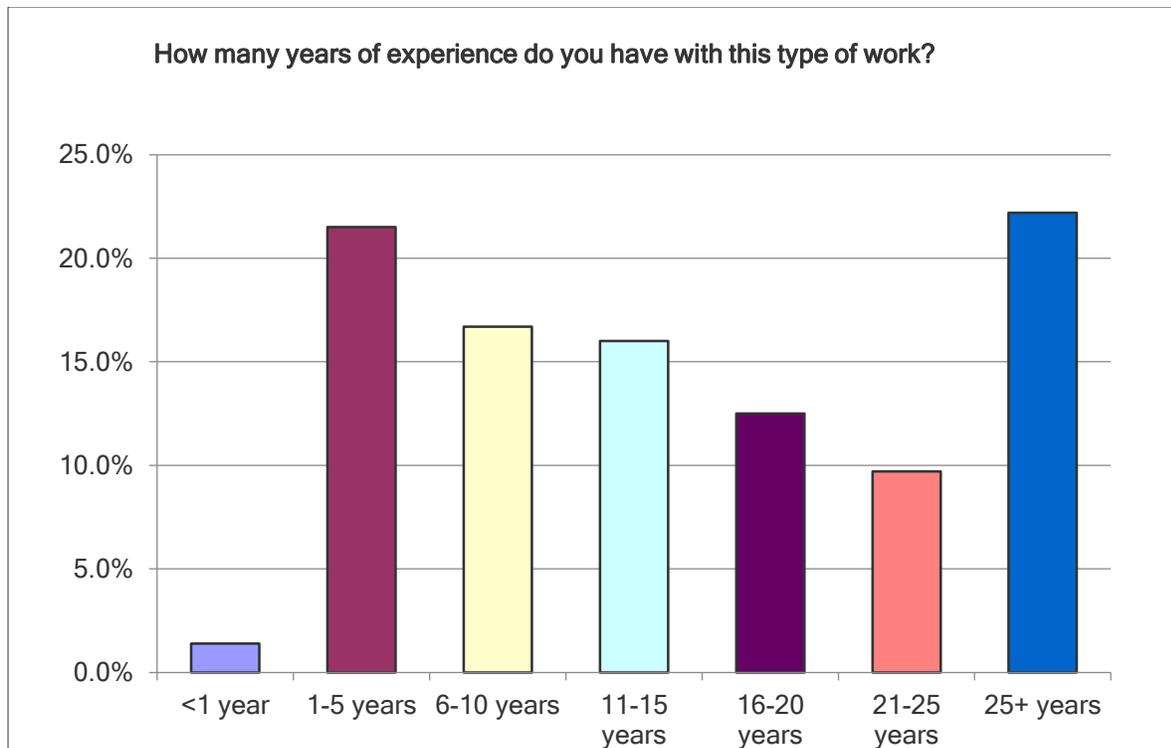


### What best describes the sector you work in?



### In the sector that you work, what is your focus area? (Check all that apply)





**Feel free to use the space below to add any further suggestions?**

- Have a presence at more technical and planning conferences to gain exposure.
- I may be pursuing a Doctorate and would be interested in exploring P2 as a research thesis - applied research - in way practicing professionals would find helpful. Let me know what you find as a result of this survey! Thanks.
- Thanks for good, clear, meaty survey
- Please share the full results with membership.
- A shorter survey would be super ;>)
- Thank you!
- Thanks!
- Change the name and build your brand, please. Keep bringing in diverse speakers with expertise from the field. I liked that!
- Have written a proposal to my BOD to consider applying your principles.
- I appreciate the dedication from our current leadership. Thanks for your efforts.
- Thanks for putting together this survey!
- Spell out Public Participation instead of using "P2"
- I think iap2 has a lot of potential, but, not that many people know it is a thing and definitely do not know it is a potential career option.
- As I stated earlier, I think there is a disconnect from IAP2 in communicating and teaching theoretical practices v. realistic practices. A lot of my experience with IAP2 is that the focus is on empowering your stakeholders. In my line of work, there is not a lot of room for empowerment, and frankly, most stakeholders are not interested in being empowered but just want to know how something will affect them so they can plan appropriately. As an example, I attended the Racial Equity seminar at the IAP2 Conference in Portland in Sep. 2015. Although the seminar had a diverse panel of people to speak, these people seemed more interested in talking about themselves and less about talking about problems and posing real, sustainable solutions. At one point in time, a person asked how to better connect with minority groups and not one person had a real answer for that person. I felt like my time had been wasted. This is a key frustration for me and why I am not a member of IAP2. I often feel like my time is wasted when I engage in the program. I would like to see more emphasis on actual problem solving and learning how to prioritize several different owners and stakeholder groups. It's unrealistic to think that we can always hold charrettes

or Samoan circles and somehow symbiotically achieve consensus. There is often a great deal of trial and error that needs to take place in order to truly understand what your public will and will not care about.

- #27\$ 29 drop down menus didn't work. I live in OR & am semi-active in Portland area.
- I love being part of this organization.
- All good
- I would like to see more professional development areas. What kinds of jobs am I looking at? Am I going to constantly be grouped with PIOs, communications and PR people?
- The website and overall aesthetic needs to be modernized - as is, it does not lend credibility to the org.
- The more metrics I can provide that show why P2 has value, the easier it would be to increase employer interest/support. It would be great if IAP2's brochures and website displayed metrics like this very prominently.
- Would like a way to connect with individuals who have similar areas of expertise and to share case studies.
- Update and disclose on the website--the toolbox table--add social media and other new tools. It was extremely helpful in discussing with developing countries--but now you have removed it? Please don't go backwards on transparency. Even things you think may be outdated, may be very useful for others in developing or transition countries.

