

US EPA ARCHIVE DOCUMENT

# EPA'S COLLABORATION NETWORK NEWS



*"Public Involvement brings the pieces together"*

## Summer 2009

I hope that all *Network News* readers are enjoying the summer of 2009 and that you'll discover something useful in this, the fifteenth issue. As usual, you'll find information about conferences and new publications as well as feature articles on topics related to public involvement and collaborative problem solving.

Because there are so many new people in leadership positions at EPA, it seemed a good idea to share information about them with our readers. Additional feature articles provide updates about the Open Government Directive development process and other recent events.

*Pat*

## *In This Issue:*

- Learn the status of nominations and appointments to EPA's key leadership positions
- Track the progress in development of the Open Government Directive
- Meet the 18 new members of the Collaboration Corps, now certified to facilitate "Working Together: An Introduction to Collaborative Decision Making"
- What happened in New Hampshire in July?
- Read about how the World Café engagement technique worked during a recent Coastal Zone Conference



## *Events*

### **International Association for Public Participation 2009 Conference: Making Sustainable Decisions – September 21-23, San Diego, CA**

Sustainable decision making has long been an underlying principle of public participation. IAP2 sees people and governments around the world struggling both to incorporate sustainability into their decisions and with how to involve stakeholders in participating in those decisions. IAP2's emphasis on inclusionary processes is predicated on the belief that better decisions are made when community and social implications of a decision are fully factored into the decision making process. This conference will aim to explore and advance our understanding of how to make better, stronger, durable decisions that improve our quality of life and leave a better world in place for future generations.

For more information: <http://www.iap2.org/displayconvention.cfm>

**Association for Conflict Resolution 9th Annual Conference:  
"Convening 'Whole of Community': Integrating Approaches and Practices to  
Address Conflicts in a Chaotic World" – October 7-10, Atlanta, GA**

The Association for Conflict Resolution (ACR)'s Ninth Annual Conference will focus on the "Whole of Community" concept, or the idea of bringing together groups and individuals around a common purpose. The conference will address how new collaboration and communication techniques can be used to solve old problems and advance the facilitation field. Participants are encouraged to write proposals for programs in order to challenge themselves and other participants to begin thinking about their own work within the "Whole of Community" concept.

For more information: <http://acrnet.org/conferences/ac09/indexdraft.htm>

**Capitol Hill Summit on Sustainable Communities, Environmental Justice and the  
New Economy – October 15-16, Washington, DC**

The Capitol Hill Summit, hosted by the Honorable John E. Conyers, Jr., House of Representatives, U.S. Congress, will bring together community development corporations, environmental justice groups, civic associations, faith-based organizations, community-based businesses, developers, academics, researchers, practitioners, thought leaders, and others to discuss public policy and forward policy proposals related to sustainable communities. With a focus on environmental justice, topics will include families, children, and workers who live in disadvantaged neighborhoods with unhealthy air and housing, vacant and contaminated properties, unsafe parks, unreliable public transportation, limited grocery stores and healthy food options, and health disparities. The Summit will take place October 15-16, 2009 in Washington, DC.

For more information: <http://www.sustainablecommunitydevelopmentgroup.org> or email [info@sustainablecommunitydevelopmentgroup.org](mailto:info@sustainablecommunitydevelopmentgroup.org).

**Canadian Community for Dialogue and Deliberation Conference – October 22-25,  
Toronto**

The Canadian Community for Dialogue and Deliberation (C2D2) will be partnering with Toronto Community Housing, one of Canada's leading innovators in collaborative governance, to produce the third bi-annual C2D2 conference. The conference will be held in diverse locations, including Wychwood Barns, University of Toronto Conference Centre and community locations throughout Toronto. As keynote speaker, Paul Born will provide inspirational examples of collaboration, based on experiences in his book *Community Conversations: Mobilizing the Ideas, Skills, and Passion of Community Organizations, Governments, Businesses, and People*. There will also be a unique youth photography exhibit showing images of conversation and other conference elements.

For more information: <http://www.c2d2.ca/>

**Engaging the Other: The Power of Compassion – November 13-15, San Francisco,  
CA**

This conference, co-sponsored by the Common Bond Institute, will be held November 13-15, 2009 in San Francisco, CA. Through presenters and facilitated dialogue, the conference will address the roots of fear-based belief systems and negative stereotypes, prejudice, polarization, enemy images and artificial barriers of misunderstanding and distrust that divide us.

For more information: [http://www.cbiworld.org/Pages/Conferences\\_ETO.htm](http://www.cbiworld.org/Pages/Conferences_ETO.htm)



## What's New?

### Five Ways to Keep Citizens Engaged—Especially In Tough Financial Times

From ICMA Local Government Matters, May 26, 2009

When cities, towns, and counties face budget deficits, one question that local government officials might ask is, “How can we afford civic engagement?” Experts from author Peter Block, to National Research Center™ president Tom Miller to former Redwood City Manager Ed Everett all agree—you can’t afford not to continue civic engagement and community building.

Here are five ways, and some additional resources, that can help keep and build momentum for civic engagement, even during the darkest of economic times.

- 1. Focus on the possibilities.** According to Peter Block [author and consultant [www.peterblock.com/aboutp.html](http://www.peterblock.com/aboutp.html)], a conversation focused on the possibilities leads to common ground more quickly than focusing immediately on problem solving.
- 2. Start small.** Even if only three people come together around something about which they are passionate, says Ed Everett [City Manager, Redwood City, CA since 1992], it’s a great start.
- 3. A shift in mindset.** If citizens think of themselves as having a stake in outcomes versus a consumer of services, they are more likely to become engaged in working in partnership with the local government team.
- 4. Ask them.** Local governments can use ongoing resident surveys to ask questions on budget cutbacks and can then incorporate citizens’ opinions into the process of making tough budget decisions.
- 5. Walk in their shoes.** Ask yourself and your team how you would like to be engaged if you put your self in your residents’ shoes. Just like shoes, there is no one size fits all for communities.

For additional resources on civic engagement, including the ICMA Management Perspective Community Matters, visit the ICMA Resource Center at <http://icma.org/main/topic.asp?tpid=10&hsid=10>.

### New Guide Helps in Funding Local Democracy

Original article by Matt Leighninger, May 5, 2009

The DDC (Deliberative Democracy Consortium) has worked with PACE (Philanthropy for Active Civic Engagement) to develop "Funding and Fostering Local Democracy," a guide designed to help the philanthropic community grapple with the question of how to support innovative and effective forms of democratic governance.

The guide provides a detailed description of how local civic engagement has grown and developed over the past decade. The strategies described in the guide—and the stories of how communities have used them to break policy deadlock, reduce tension and galvanize volunteerism—can help funders, public officials and community activists better understand the possibilities and limitations of various approaches to working with the public.

The guide provides a list of some of the main organizations working in this field, describes some of the most influential models and processes, and provides examples of particularly significant democratic governance efforts. It also outlines some of the cutting-edge questions facing the field and provides a long list of resources to consult.

The guide is free and can be downloaded on the DDC resources page at [http://www.deliberative-democracy.net/index.php?option=com\\_docman&Itemid=93](http://www.deliberative-democracy.net/index.php?option=com_docman&Itemid=93). For more information, contact Chris Gates, Executive Director of PACE, at [cgates@pacefunders.org](mailto:cgates@pacefunders.org), or the author of the guide, Matt Leighninger, at [mattleighninger@earthlink.net](mailto:mattleighninger@earthlink.net).

### **U.S. EPA's Environmental Justice Resource Guide Available to the Public**

EPA's Pacific Southwest Regional Office has developed the Environmental Justice Resource Guide as a tool for individuals, non-governmental organizations, community groups, and local officials. The goal is to provide information and access to EPA's funding sources, training opportunities, and technical and program assistance. The guide highlights recent successes in communities affected by environmental injustices and references some of the tools these communities have used to achieve results. This publication will also help organizations, agencies, and academics who work with environmental justice communities to recognize opportunities to help their constituents.

The guide can be found at <http://epa.gov/region09/ej/ej-resource-guide.pdf>.

### **PublicDecisions Launches a Stakeholder Engagement Events Calendar**

It features an array of virtual and in-person events hosted by public and private organizations around the globe. Upcoming stakeholder engagement calendar events include:

- Training
- Conferences
- Professional development programs

View the calendar [here](#).

If you have an upcoming event to announce, you can learn how to post it on the calendar in a few easy steps.

## American Bar Association Submits Evaluation of Federal E-Rulemaking

The American Bar Association has completed and released its report, "Achieving the Potential: The Future of Federal E-Rulemaking" – the result of nearly two years of research.

Written for the President and Congress, this report evaluates the Federal E-Rulemaking Initiative, which enables increased public participation by placing rulemaking materials and proposals online. While the report commends the implementation of the E-Rulemaking Initiative, it highlights a number of areas that could be improved and recommends specific improvement options in website architecture, governance, data standardization, funding, agencies' practices, and public accessibility. These recommendations are meant to increase transparency and public participation in government agencies' rulemaking processes.

The report is available at <http://ceri.law.cornell.edu/documents/report-web-version.pdf>.

## DDC Releases Report on Neighborhood Democracy

Original article by Matt Leighninger, DDC

The Deliberative Democracy Consortium (DDC), Grassroots Grantmakers, and NeighborWorks America recently released a report titled "The Promise and Challenge of Neighborhood Democracy: Lessons from the Intersection of Government and Community."

This report grew out of a meeting that Grassroots Grantmakers and the Deliberative Democracy Consortium organized in Orlando last fall with help from the National League of Cities and NeighborWorks America. That discussion focused on lessons from Portland, Minneapolis, Los Angeles and other cities that have experimented with creative ways to engage citizens in public decision-making and problem solving.

This report aims to contribute to the growing conversation about how to re-center democracy on the needs and priorities of everyday people. It is free and can be downloaded on the DDC resources page at [http://www.deliberative-democracy.net/index.php?option=com\\_docman&Itemid=93](http://www.deliberative-democracy.net/index.php?option=com_docman&Itemid=93). For more information, contact the author of the report, Matt Leighninger, at [mattleighninger@earthlink.net](mailto:mattleighninger@earthlink.net).

## United We Serve Promotes Volunteer Opportunities

President Obama's *United We Serve* campaign offers a new and exciting opportunity to help nonprofits build up rosters of volunteers and raise awareness about volunteer monitoring and stewardship.

This summer, the President is encouraging nonprofit organizations with a need for volunteers to register at [www.serve.gov](http://www.serve.gov), and urging volunteers to visit [www.serve.gov](http://www.serve.gov) to find local opportunities for service.

One of the goals of this effort is sustainable volunteerism. In a [WhiteHouse.gov](http://WhiteHouse.gov) letter, President Obama explains, "While Michelle and I are calling on every American to participate in *United We Serve*, the call to service doesn't end this fall. We need to stay involved in our towns and



communities for a long time to come. After all, America's new foundation will be built one neighborhood at a time – and that starts with you.”

Please go to [www.serve.gov](http://www.serve.gov) to register a program, accept a volunteer opportunity, or find more information.

## **EPA, DOT and HUD Interagency Partnership for Sustainable Communities Sets Forth 6 ‘Livability Principles’ to Coordinate Policy**

U.S. Environmental Protection Agency Administrator Lisa P. Jackson, U.S. Secretary of Transportation Ray LaHood and U.S. Secretary of Housing and Urban Development Shaun Donovan announced an interagency Partnership for Sustainable Communities to help improve access to affordable housing, more transportation options, and lower transportation costs while protecting the environment in communities nationwide.

The Partnership for Sustainable Communities established six livability principles that will act as a foundation for interagency coordination:

- 1. Provide more transportation choices.** Develop safe, reliable and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions and promote public health.
- 2. Promote equitable, affordable housing.** Expand location- and energy-efficient housing choices for people of all ages, incomes, races and ethnicities to increase mobility and lower the combined cost of housing and transportation.
- 3. Enhance economic competitiveness.** Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers as well as expanded business access to markets.
- 4. Support existing communities.** Target federal funding toward existing communities – through such strategies as transit-oriented, mixed-use development and land recycling – to increase community revitalization, improve the efficiency of public works investments, and safeguard rural landscapes.
- 5. Coordinate policies and leverage investment.** Align federal policies and funding to remove barriers to collaboration, leverage funding and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.
- 6. Value communities and neighborhoods.** Enhance the unique characteristics of all communities by investing in healthy, safe and walkable neighborhoods – rural, urban or suburban.

For more information on the Interagency Partnership, see <http://www.epa.gov/opei/ocmp/dced-partnership.html>.

## **EPA's Watershed Academy Sponsors Free Webcasts to Help Build Capacity of Watershed Practitioners**

On July 1, 2009, the Academy sponsored the first in a series of Webcasts about the Clean Water Act (CWA). This first Webcast gave an introduction to the CWA. It included a brief history of the Act, an explanation of technology vs. water quality-based approaches, and an overview of

key components of the Act and related EPA regulations. Future webcasts, which will be generally be held on the first Wednesday of every month from 1:00 to 3:00 PM EST, will focus on key aspects of the CWA including water quality standards, monitoring and assessment, total maximum daily loads, programs for managing point sources and nonpoint sources, and wetland protection.

The Webcast featured William (Bill) Painter, Environmental Scientist with EPA's Watershed Branch. Bill serves as an expert trainer on the CWA and is the author of a popular online Watershed Academy Web module, "Introduction to the Clean Water Act," posted at <http://www.epa.gov/watertrain/cwa/>.

Archived audio versions of past Webcasts are available at <http://epa.gov/watershedwebcasts>. Listeners may also subscribe to the monthly sessions as podcasts.

### **The Accenture Institute for Public Service Value Has Three New Publications about Citizens and E-Government**

Based on Dotgov Buzz, July 28, 2009

#### Exploring People's Perspectives on the Role of Government

[[http://www.accenture.com/NR/rdonlyres/6F276449-AC7F-4F42-B88F-E4E3E04CA104/0/ExecutiveOverview\\_051508.pdf](http://www.accenture.com/NR/rdonlyres/6F276449-AC7F-4F42-B88F-E4E3E04CA104/0/ExecutiveOverview_051508.pdf)], reports on citizen forums held in 2007 and 2008 in 13 major cities around the world about people's perspective on their quality of life and expectations of government. Participants generally agreed on two basic guiding principles for government: (1) equality and fairness and (2) transparency and accountability.

Web 2.0 and the Next Generation of Public Service describes how Web 2.0 technologies can most effectively help public service organizations achieve their mission objectives and, ultimately, high performance

The Global Cities Forum, a series of daylong citizen panels in cities around the world focused on exploring the role of government in improving the quality of life, which provided input to both reports, suggested four components of framework for using Web 2.0 technologies to help public service:

1. Outcomes - Focusing on improved social and economic outcomes.
2. Balance - Balancing choice and flexibility with fairness and common good.
3. Engagement - Engaging, educating and enrolling the public as co-producers of public value.
4. Accountability - Clarifying accountability and facilitating public recourse.

### **OFEE Releases Updated Green Products List**



FedCenter Daily Newsletter for Saturday, June 20, 2009

The Office of the Federal Environmental Executive (OFEE) created a compilation of the products for which EPA, DOE, and USDA have provided environmental or energy attribute recommendations. All designated products are now listed in a series of spreadsheets, and OFEE has updated this green product list and made it available to the public. This version



includes new Energy Star standards for computer monitors, computer servers, commercial refrigerators and freezers, digital displays, digital picture frames, commercial griddles, and commercial ovens. EPA's and USDA's respective lists of vendors of recycled content and bio-based products are also now included.

The Green Product Compilation can be found through <http://www.fedcenter.gov/programs/buygreen/>.

### **State of the Great Lakes 2009 Highlights Report Now Available**

Original article by Gary Gulezian, Great Lakes National Program Office – EPA, and Michael Goffin, Strategic Integration and Partnerships Division – Environment Canada

The *State of the Great Lakes 2009 Highlights* report is now publically available following the recent biannual State of the Lakes Ecosystem Conference (SOLEC) between the U.S. Environmental Protection Agency and Environment Canada. This report provides an overview of the updated Great Lakes indicators and information on the changes in nearshore areas of the Great Lakes since 1996. It is a synthesis of the details soon to be released in the *State of the Great Lakes 2009* technical report and the *Nearshore Areas of the Great Lakes 2009* report.

This report represents the joint efforts of the U.S. EPA and Environment Canada to foster partnerships among the nations' governments, private sectors, community groups, and individual residents towards the goals of the Great Lakes Water Quality Agreement. It is available at [http://binational.net/solec/intro\\_e.html](http://binational.net/solec/intro_e.html). Please contact Elizabeth Hinchey Malloy at [hinchey.elizabeth@epa.gov](mailto:hinchey.elizabeth@epa.gov) or Rob Hyde at [rob.hyde@ec.gc.ca](mailto:rob.hyde@ec.gc.ca) with comments or to request a hard copy.

### **New Executive Order about the Chesapeake Bay**



FedCenter Daily Newsletter for Saturday, May 23, 2009

A new Executive Order (EO) created the Federal Leadership Committee for the Chesapeake Bay, to be chaired by the Environmental Protection Agency. The EO calls for EPA and six other federal agencies to coordinate and expand federal tools and resources to help speed cleanup of the nation's largest estuary.

The Federal Leadership Committee will produce response plans to the Bay's environmental priorities such as water quality, pollution from agricultural lands and federal facilities, and climate change adaptation.

The EO highlights the importance of inter-agency and state collaboration "to ensure that Federal actions to protect and restore the Chesapeake Bay are closely coordinated with actions by State and local agencies in the watershed and that the resources, authorities, and expertise of Federal, State, and local agencies are used as efficiently as possible for the benefit of the Chesapeake Bay's water quality and ecosystem and habitat health and viability."

The EO can be found at <http://edocket.access.gpo.gov/2009/pdf/E9-11547.pdf>.



## Featured Articles

### White House Solicits Public Comments Online for Open Government Initiative

Developed by Catie Ferrara, NCEI Intern

As one of his first orders of business in January 2009, President Obama promised to open up the government, telling agencies to give all Americans the ability to comment on and discuss public policy through technologies like Internet message boards. In May, the White House initiated a three-phase project aimed at creating an open governance policy from Americans' ideas and concerns. This Open Government Initiative operated under the central question, "How can we strengthen our democracy and promote efficiency and effectiveness by making government more transparent, participatory, and collaborative?"

To launch Phase I, the brainstorming process, the White House and the National Academy of Public Administration (NAPA) set up an online forum at <http://opengov.ideascale.com/> to ask for ideas on how to realize the President's open government pledge. The brainstorm generated over four thousand ideas between May 21 and June 26 (because of its popularity, NAPA kept the Phase I website open through Phase II). Visitors could vote for or against ideas by clicking a thumbs-up or thumbs-down button, which assisted in prioritization for Phase II.

While most of the suggestions – such as installing webcams to publicize activities in federal offices and providing a list of people who meet with the President – were closely related to the topic of open governance, brainstorm collaborators also contributed opinions on unconventional topics such as U.F.O. information disclosure and verification of President Obama's birth certificate.



**Beth Simone Noveck**

"Even for people who want to talk about U.F.O.'s or the Kennedy assassination, we have created a forum for people to have a conversation with each other, and potentially to go off and organize and develop this further," Beth Simone Noveck, President Obama's deputy chief technology officer for open government, told the New York Times. Noveck is a New York Law School professor with an expertise in the impact of technology on legal and political institutions.

Phase II of the initiative opened up public discussion on June 3. The goal of this phase was to let Americans address the broad topics that would require more detailed thoughts and proposals before being incorporated into policies. Based on findings from Phase I, Noveck suggested transparency principals as the starting topic for Phase II, inviting comments to questions like, "Is it better for an agency to publish some data faster, possibly at the expense of structure and comprehensiveness, or to wait longer for a more complete roll-out?"

In order to stay on topic and produce helpful discussions during the second phase, the White House filtered some off-topic comments. On the Office of Science & Technology Policy Blog (<http://blog.ostp.gov>), Noveck summarized significant and repeated ideas, and then invited

comments on them. If visitors found topics to be off-topic, they could report them to request they be sent to a separate part of the website.

On June 22, the White House began Phase III, aimed at collaboratively drafting policies, by creating a wiki at <http://mixedink.com/OpenGov/>. The basis for the popular online encyclopedia Wikipedia, a wiki is an Internet tool that allows members of the public to contribute to and edit website texts. At the open government wiki, visitors submitted and edited contributions for the open government directive.

The public was able to make draft contributions until July 3, and vote until July 6. During that time, the website received over 300 versions of various policies under the categories of Transparency, Participation, and Collaboration. Over 2,250 ratings established a "Final Version" for each of 16 policy issues.

Next, the Office of Management and Budget will synthesize the public comments with the views of agency officials and White House staff, creating a formal draft of the Open Government Directive. After another period for public comment, the directive will be released and become federal agencies' guiding principles for transparency

Noveck's confidence in this process's potential to improve government is based on her extensive experience in this field. As a professor, Noveck established the Democracy Design Workshop, a collaborative "do tank," where students and faculty across institutions work together to develop legal and software codes that foster open, transparent, and collaborative ways of learning, working, and governing.

For one project, Noveck worked with the United States Patent Office to test a system that invited the public to help evaluate patent applications; the public comments helped speed up the examination process for large companies, like I.B.M. and General Electric, which apply for a lot of patents. Earlier this year, Brookings Institution Press published Noveck's book *Wiki Government: How Technology Can Make Government Better, Democracy Stronger, and Citizens More Powerful*.



One transparency topic, declassification of national security information, merited further discussion on the Office of Science & Technology Policy blog. Between July 1 and 19, the Public Interest Declassification Board (PIDB) advisory committee solicited public comments on declassification policy, a National Declassification Center, classification policy, and technology issues and challenges at <http://blog.ostp.gov>.

PIDB members and support staff posed questions like "How can the government make the declassification process more transparent?" and posted periodic summaries of the public responses. This comment period is the PIDB's first stage in obtaining public recommendations, ordered by President Obama on May 27, for revisions to Executive Order 12958, as amended, "Classified National Security Information." E.O. 12950, established by President Clinton in 1995 and later amended by Presidents Clinton and Bush, defines current standards for national security information classification.

Information in this article came from:

Dotgov Buzz – USA.gov (<http://www.usa.gov/dotgovbuzz/0609.html>)

Saul Hansell, New York Times

([http://www.nytimes.com/2009/06/23/technology/internet/23records.html?\\_r=1&emc=eta1](http://www.nytimes.com/2009/06/23/technology/internet/23records.html?_r=1&emc=eta1))

New York Law School ([http://www.nyls.edu/faculty/faculty\\_profiles/beth\\_simone\\_noveck](http://www.nyls.edu/faculty/faculty_profiles/beth_simone_noveck))

The White House (<http://blog.ostp.gov/>, <http://mixedink.com/OpenGov/>,  
<http://opengov.ideascale.com/>, <http://www.whitehouse.gov/open/>)

## Three Government Websites Promote Transparency, Participation

Developed by Catie Ferrara, NCEI Intern

The Obama Administration has launched two new online discussion forums and one new website providing access to government databases. These three Internet tools are helping citizens to participate in policymaking and promoting the President's Open Government Initiative.



The Regulations.gov Exchange, <http://www.regulations.gov/exchange/>, supplemented a pre-existing government website, <http://www.regulations.gov>, which provides public access to federal regulations, notices, and supporting materials.

The Exchange allowed visitors to browse and recommend changes to [Regulations.gov](http://www.regulations.gov), which, since its creation in 2003, has received some criticism for being difficult for some to navigate. Features on the website included the ability to post, track, and rate ideas on [Regulations.gov](http://www.regulations.gov)'s content and layout.

"We're always looking for new, innovative ways to engage the public, and get more people involved in the regulatory process," said John Moses, EPA's eRulemaking program director. "Every member of the public can post their opinion directly on Regulations.gov Exchange without boundaries, shaping and improving [Regulations.gov](http://www.regulations.gov)."

In late July, [Regulations.gov](http://www.regulations.gov) released a reformatted homepage and search results page with adaptations based on suggestions raised in public feedback. These alterations include mechanisms of sorting by "most visited," "newly posted," and "comment period closing soon" regulations, as well as the availability of full docket folders.

The Regulations.gov Exchange was a part of the eRulemaking Program – an interagency, E-Government initiative led by the Environmental Protection Agency. The eRulemaking Program's mission, according to the White House, "is to increase public access to, participation in, and understanding of federal rulemaking and improve agencies' efficiency and effectiveness in developing rules."



From April 27 through May 3, [Recovery.gov](http://www.recovery.gov) opened up a dialogue to obtain public opinion of and suggestions for the website, which was created to foster public understanding of the American Recovery and Reinvestment Act. The discussion, hosted by the National Academy of Public Administration (NAPA), focused on the question, "What ideas, tools, and approaches can make [Recovery.gov](http://www.recovery.gov) a place where the public can monitor the expenditure and use of recovery funds?"

Over 22,000 participants representing 50 states and 98 foreign countries – including Fortune 500 corporations, small businesses, web designers, and financial experts – shared their responses to the above question, giving thousands of suggestions to the Recovery Accountability and Transparency Board. The dialogue website allowed participants to tag and vote on ideas, which clarified priorities and themes for the Board.

According to NAPA's After-Action Report ([http://www.recovery.gov/sites/default/files/NAPA\\_Recovery+Dialogue\\_Final+Report\\_5-20-09\\_0.pdf](http://www.recovery.gov/sites/default/files/NAPA_Recovery+Dialogue_Final+Report_5-20-09_0.pdf)) issued on June 15, the recommendations generally focused on website formatting. The report states, "Topics such as geographical mapping, XML formats, and linked open data surfaced in the top-rated ideas. Information syntax, XBRL, and collaboration were among the overarching themes identified by the community."



Launched May 21 by the Obama administration, the new website [Data.gov](http://www.data.gov) is taking shape as a publically-accessible compilation of federal data sets. The website allows visitors to search for and download non-sensitive government data and analysis tools.

"[Data.gov](http://www.data.gov) will open up the workings of government by making economic, health care, environmental, and other government information available on a single website, allowing the public to access raw data and transform it in innovative ways," Office of Management and Budget Director Peter Orszag told BNA. "[Data.gov](http://www.data.gov) is going to be a one-stop shop for free access to data generated across all federal agencies."

In a video on the new website's homepage, chief information officer Vivek Kundra noted that the website "is fundamental to the President's commitment to transparency and open government." Kundra has previous experience in public database development, having served as chief



information officer for the District of Columbia during a similar initiative to publicize D.C. data sources.

The information on [Data.gov](http://data.gov) gives academics, businesses, and private visitors the resources to perform statistical analyses on federal government data. Agencies will also benefit from the site, as it will provide them with access to machine-readable metadata files for them to analyze “data about data”.

The website currently provides access to 391 “raw” data sets and 45 information tools, searchable by category, agency, keyword, and data format. Kundra has said that the government will continue to expand the datasets available, eventually including state and local data.

[Data.gov](http://data.gov) also provides visitors with the opportunity to leave feedback on the website. They can rate individual datasets, suggest new topics or specific data to publish, and comment on the design of the website.

[Data.gov](http://data.gov) was developed by the Federal Chief Information Officers (CIO) Council. It is hosted by the U.S. General Services Administration (GSA).

Information in this article came from:

Dotgov Buzz – USA.gov (<http://www.usa.gov/dotgovbuzz/0609.html>)

Jesse Lee, WhiteHouse.gov Blog (<http://www.whitehouse.gov/blog/Improving-Online-Public-Participation-in-Agency-Rulemaking/>)

Ralph Lindeman, BNA

Latisha Petteway, EPA

(<http://yosemite.epa.gov/opa/admpress.nsf/a883dc3da7094f97852572a00065d7d8/7933db0f00e4d521852575c5005e83a3!OpenDocument>)

## EPA Appointment Activities

In recent weeks and months, President Obama and the U.S. Senate have been assembling team members to join Administrator Lisa P. Jackson at the Environmental Protection Agency. Below, find the status of EPA political appointment positions [as of August 8, 2009]:



**Robert Perciasepe, Deputy Administrator nominee**

Robert Perciasepe's nomination for the position of Deputy Administrator remains on hold in the Senate. Senator George V. Voinovich (R-OH) announced July 13 in a letter to EPA Administrator Lisa Jackson that he placed the hold because of his concerns with EPA's analysis of pending climate change legislation, and that the hold “does not serve as a reflection on Mr. Perciasepe's ability to perform in the role of Deputy Administrator.” [Perciasepe's nomination by President Obama followed that of Jonathan Cannon, who withdrew his Deputy Administrator



nomination earlier this year amid scrutiny of an industry-backed water group on whose board he once served.] Since serving as assistant administrator for water during the Clinton Administration, Perciasepe has worked as the National Audubon Society's chief operating officer.



**Craig Hooks, Assistant Administrator for Administration and Resource Management nominee**

Craig Hooks is currently the Acting Assistant Administrator for Administration and Resource Management, and has been nominated to continue in that position. In his 21 years of experience at EPA, Hooks has also served as the Director of the Office of Wetlands, Oceans, and Watersheds in the Office of Water as well as the Acting Principal Assistant Administrator in the Office of Environmental Information.



**Regina McCarthy, Assistant Administrator for Air and Radiation (confirmed)**

Prior to her confirmation, Regina McCarthy served as the Commissioner of the Connecticut Department of Environmental Protection. She brings to the Office of Air and Radiation extensive experience with the Regional Greenhouse Gas Initiative, the nation's first market-based, greenhouse cap-and-trade system.



**Cynthia J. Giles, Assistant Administrator for Enforcement and Compliance Assurance (confirmed)**

Cynthia J. Giles has recently worked as Vice President and Director of Conservation Law Foundation's Rhode Island Advocacy Center and as head of the Bureau of Resource Protection at the Massachusetts Department of Environmental Protection. At EPA, she has served as Enforcement Director for Region 3, where she developed a "results-targeted" approach to enforcement. Her responsibilities included overseeing enforcement of federal laws regulating toxics and protecting air, drinking water and surface water.



**Colin Scott Fulton, General Counsel Nominee**

Currently the Acting Deputy Administrator, Colin Scott Fulton has experience as EPA's Principal Deputy General Counsel, Principal Deputy Assistant Administrator for the Office of Enforcement and Compliance Assurance, and Director of Civil Enforcement. Prior to EPA, Fulton worked in the Department of Justice as an environmental prosecutor and Assistant Chief in the Environment Division.



**Michelle J. DePass, Assistant Administrator for International Affairs (confirmed)**

As Assistant Administrator for International Affairs, Michelle J. DePass brings an expertise in environmental justice. Her recent work as Environment & Development Program Director at the Ford Foundation focused on environmental and social justice intersections in the United States and transnational linkages that support environmental justice policies and practices. Prior to that, DePass was Senior Policy Advisor to the Commissioner at the New Jersey Department of Environmental Protection.



**Stephen A. Owens, Assistant Administrator for Prevention, Pesticides, and Toxic Substances (confirmed)**

Stephen Owens is the former Director of the Arizona Department of Environmental Quality, where he prioritized children's health and reducing exposure to pollutants. Owens received unanimous Senate confirmation on July 7.



**Paul Anastas, Assistant Administrator for Research and Development nominee**

Paul Anastas has been called the “Father of Green Chemistry,” and is recognized nationally and internationally for his contributions to science and the environment. Currently the Director of the Yale Center for Green Chemistry and Green Engineering, and has served previously as Assistant Director for Environment in the Office of Science and Technology Policy in the Executive Office of the President and Chief of the Industrial Chemistry Branch in EPA’s Office of Prevention, Pesticides and Toxic Substances.

**Mathy Stanislaus, Assistant Administrator for Solid Waste and Emergency Response (confirmed)**

Holding both a law degree and a degree in chemical engineering, Mathy Stanislaus has worked in EPA Region 2 as associate regional counsel. He is also a co-founder of the New Partners for Community Revitalization.

**Peter Silva, Assistant Administrator for Water (confirmed)**

Peter Silva, a civil engineer with nearly 32 years of experience in water and wastewater, is currently a senior policy advisor for the Metropolitan Water District of Southern California. He served previously as vice-chair of the California Water Resources Board under both Governors Gray Davis (D) and Arnold Schwarzenegger (R). The Senate approved Silva’s nominations following a brief procedural hold by Senator Robert Byrd (D-WV), who wanted to meet with Silva to discuss EPA’s ongoing reviews of mountaintop mining valley fill permits.



**Lisa E. Heinzerling, Associate Administrator for the Office of Policy, Economics, and Innovation**

Lisa Heinzerling has spent the past months as Administrator Jackson’s chief advisor on climate issues. She served as an assistant attorney general in Massachusetts, specializing in environmental law, before becoming a professor of law at Georgetown University. She has been a visiting professor at the Yale and Harvard law schools. She is the author of dozens of articles and several books, including (with Frank Ackerman) “Priceless: On Knowing the Price of Everything and the Value of Nothing,” published by The New Press. She was the lead author of the briefs of Massachusetts and other petitioners in Massachusetts v. EPA.

**David G. McIntosh, Associate Administrator for the Office of Congressional and Intergovernmental Relations**

David McIntosh has spent the past months working as a principal advisor to the Administrator on legislative climate issues, and now assumes overall responsibility for government relations at the national, state and local levels. He has an extensive background on Capitol Hill and on environmental and energy issues generally, having previously served as Senator Joseph Lieberman’s counsel and legislative assistant for energy and the environment. Prior to joining Senator Lieberman’s staff, Mr. McIntosh served briefly as a Maryland assistant attorney general

representing the State's air agency. Before that, he spent nearly five years working at the Natural Resources Defense Council as a Clean Air Act litigator and regulatory lawyer.

### **Seth Oster, Associate Administrator for the Office of Public Affairs**

Seth Oster brings to the EPA and the Office of Public Affairs broad experience from both inside and outside of government. In directing the work of OPA, he will play a vital role in leading efforts to reach out to new communities and consistencies, promoting environmental education initiatives and generating public support for EPA's mission.



### **M. Allyn Brooks-LaSure, Deputy Associate Administrator for the Office of Public Affairs**

M. Allyn Brooks-LaSure previously served as the spokesperson for, and senior staff member of, the Save Darfur Coalition, where he directed their media operations and outreach efforts. In addition, he was the Press Secretary and Spokesperson for Senator Robert Menendez (D-NJ) and as Spokesperson to then-Senator Jon Corzine (D-NJ).

### **Peter Grevatt, Director of Children's Health Protection and Environmental Education**

Administrator Jackson appointed Peter Grevatt, Ph.D., to serve as a key advisor to her in the Immediate Office, as Director of the Office of Children's Health Protection and Environmental Education. Grevatt has extensive experience in the area of children's health and environmental justice issues. He began his career in Region Two and later worked within the Office of Solid Waste and Emergency Response and the Office of Water. He has worked across federal agencies, with state and local governments, as well as with Congress, stakeholders and the public on a wide range of environmental health risk issues.

No Nominations have been made for the positions of Chief Financial Officer, Inspector General or the Assistant Administrator for Environmental Information.

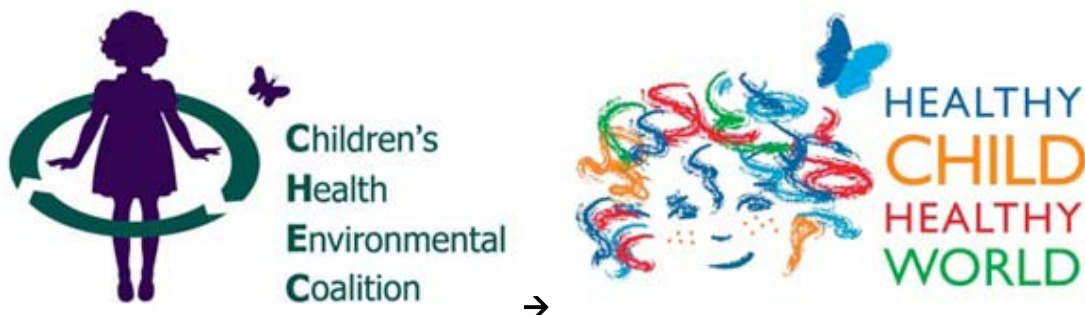
Information in this article came from:

Andrew Childers, Linda Roeder and Charlotte A. Tucker, Bureau of National Affairs, Inc. – BNA.com

EPA Leadership 2009 – "Incoming Leadership" (<http://intranet.epa.gov/transition/incoming.html>)  
Inside EPA – InsideEPA.com

### **For Nonprofits, Public Involvement Starts with a Name**

Developed by Catie Ferrara, NCEI Intern



In the search for public support for under-addressed causes, nonprofits can distribute high-quality and informational outreach materials, but many recipients never get past the letterhead - making split-second judgments about organizations based on their names and logos.

When the Children's Health Environmental Coalition revamped its image and changed its name to Healthy Child Healthy World, it reaped the public support and financial benefits of this subconscious decision process.

The Children's Health Environmental Coalition (CHEC) was created to inform the public of the presence of toxic substances that could harm children. Beginning in 1991 as the Colette Chuda Environmental Fund, it memorialized the four-year-old daughter of James and Nancy Chuda, a victim of nonhereditary cancer. After learning that Nancy's exposure to pesticides - even prior to her pregnancy - likely triggered their daughter's cancer, the Chudas committed to teaching others about environmental hazards through CHEC.

EPA Administrator Lisa Jackson has made "ensuring that our children are not exposed to toxins and pollution or other environmental threats in their homes, in their schools, or anywhere else" a goal of the Agency. In a March 2009 speech to the Children's Health Protection Advisory Committee, Jackson acknowledged, "We need to step up our efforts to assess and manage chemical risks that are particularly harmful to children. Early life exposures can have tragic, life-long effects and we must be diligent in preventing any possible dangers."

During its first decade, CHEC made strides in this important field. However, the organizations' convoluted name and ambiguous acronym prevented it from gaining much traction with members of the public who were not specifically searching for a group with that mission.

When Christopher Gavigan became CEO and executive director of CHEC in 2005, he harbored concerns about the effectiveness of the name. "The words children, health, environmental and coalition have clear meanings, but they don't necessarily add up to something meaningful," he told Free-Range Thinking. "The acronym suggested everything from writing a check to the Czech Republic."

Because of the Chudas' successes, the sensitive background of CHEC's founding, and the logo based on Colette's image, Gavigan acted carefully as he proposed altering the group's name and logo during his first year as CEO. By 2006, though, Gavigan's concerns were understood, and an anonymous donor provided funding for CHEC's work with the branding firm Cronan.

Cronan (<http://www.cronan.com/>) is a branding and design strategy firm based in Berkeley, California. Consultants Michael Cronan and Karin Hibma are behind such successes as TiVo and Amazon's Kindle. When they started their work with CHEC, Cronan and Hibma took time to



understand CHEC's background and mission. "Cronan didn't tell us we needed a new name or even a new logo," said Gavigan. "They tactfully listened and gathered information and let us see what we had."

Through the interview process, Cronan determined that "CHEC had no ownership of its own name," Michael Cronan told Free-Range Thinking. Despite there being only one Children's Health Environmental Coalition, other groups claimed various parts of the name, and the acronym CHEC was being used widely.

Hibma told Free-Range Thinking that CHEC's lackluster name failed at a basic level in that it did not communicate the Chudas' moving story to its intended audience.

After their interviews, Cronan and Hibma presented CHEC with a list of ninety name suggestions, and several questions to help them make a decision: "Is it unique enough that we can own it? Does it identify who we are? When people hear it, does it sound familiar (which is a good thing) and is it memorable? And perhaps most importantly for an organization that Cronan believed was 'on the verge of launching a movement': Is it a name people can rally behind?" These questions helped Gavigan and his colleagues choose six finalist names.

Simultaneously, Cronan assisted CHEC in coming up with a revitalized logo, which serves an important role to any nonprofit.

"A logo is to a company what a face is to a person," Michel Tuan Pham, a professor of marketing at the Columbia Business School, told the New York Times in May 2009. "It's hard to memorize facts about a person when you only know their name but you haven't seen their face." So logos remind consumers about companies' traits and pluck at emotions — "the glue that ties all the information about the brand name together," Mr. Pham said.

"The previous figure felt like a figurine with no depth or interest," said Gavigan. "Cronan wanted to give that child personality and to represent all children." With that in mind, the logo went from a silhouetted figure surrounded by the circuitous arrows synonymous with recycling to a brightly-colored smiling child's face. The new figure appeared more relatable and conveyed a more hopeful and positive attitude.

After six months of in-depth work with Cronan, CHEC revealed its refreshed logo along with its new name — Healthy Child Healthy World — to the public in March 2007. The nonprofit was also lucky enough to adopt the URL [healthychild.org](http://healthychild.org), which Cronan said was "a real triumph in the world of naming." They set the tagline "Creating Healthy Environments for Children" in reference to the organization's previous acronym and its history.

The time spent on the rebranding process has really paid off: In the proceeding two years, Healthy Child Healthy World's membership increased 200%, and website traffic increased 700%. Public fundraising events have not been necessary since this new stride of recognition, though these events previously brought in needed revenue, as they do for many nonprofits. Partnerships recently fostered with WebMD and Whole Foods have also helped to further spread Healthy Child Healthy World's mission.

Gavigan told Free-Range Thinking that he thinks "at least fifty percent" of these recent successes have been generated by the new name, logo, and website. "Now, whenever we go out to talk about the organization," he said, "the new brand offers a clear sense of what we value and the impact we focus on creating."



Information in this article came from:

Andy Goodman, Free-Range Thinking

([http://www.agoodmanonline.com/pdf/free\\_range\\_2009\\_06.pdf](http://www.agoodmanonline.com/pdf/free_range_2009_06.pdf))

Administrator Lisa P. Jackson, "Remarks to the Children's Health Protection Advisory Committee, As Prepared"

(<http://yosemite.epa.gov/opa/admpress.nsf/dff15a5d01abdfb1852573590040b7f7/8ab7ca2f78ebcbec85257590006f2561!OpenDocument>)

Bill Marsh, New York Times

([http://graphics8.nytimes.com/packages/pdf/weekinreview/20090531\\_corporate\\_logos.pdf](http://graphics8.nytimes.com/packages/pdf/weekinreview/20090531_corporate_logos.pdf))

## **Eighteen Join the Collaboration Corps**

Pat Bonner, NCEI

In May 2009, individuals from Regions 3, 4, 5 and 9, and Headquarters offices [General Counsel, Enforcement and Compliance Assurance, Policy, Economics and Innovation, Financial Officer, Superfund, Air and Radiation], Financial Officer at Research Triangle Park, the State of South Carolina and the Federal Energy Regulatory Commission] earned certification to facilitate collaboration training.

They spent two and a half intense days learning and working together. During the first day they experienced the "Working Together: An Introduction to Collaborative Decision Making" workshop as students. That night they practiced a portion of the course to present the next day.

After an hour of discussing the course and their reactions to the material, they split into three small groups, each with a facilitator. Each person facilitated a different part of the material and received feedback from all the other members of the group. That feedback was quite positive because this group really made the material their own. Each brought his or her special perspective and personality and had thought about how their target organizations would react and use the learning involved in the part of the workshop they facilitated.

It really was exciting to see these special people collaborate with one another, generate ideas for bring the training into offices, regions and labs and use it to build collaboration competencies not only within EPA but also with our partners.



Back Row, left to right: Doug Sarno, of the Perspectives Group; Marie Holman and Reggie Harris – Region 3; John Foster and Leanne Nurse [OPEI Collaboration staff] – OPEI; Alan Powell – Region 4; Steve Neugenboren – OGC. Second Row: Dennis O'Conner – OAR; Renee Miller - OCFO at RTP and Renee Brooks --OCFO; Deborah Osborne and Jerrilynn Purdy -- FERC; Pat Bonner [OPEI Collaboration staff]; Robin Robinson – OECA; Carolyn Douglas – Region 9; Marilou Martin – Region 5, and Donne Rowe – South Carolina  
Seated: Brian Holtzclaw – Region 4 on detail to OPEI, and Suzanne Wells – Superfund  
Missing: Mardi Klevs – Region 5 and Andrew Geller on detail to Region 5 from ORD at Research Triangle Park, North Carolina.

## **A Community Conversation at CZ09: Building Capacity for Collaborative Decisions, Resilient Ecosystems, and Sustainable Practices: Water, Land, Community and People in Estuarine Watersheds**

*Marilyn Buchholtz ten Brink, Ph.D. (EPA/ORD, National Health and Environmental Effects Research Laboratory, Atlantic Ecology Division, Narragansett, RI)*  
*Herman A. Karl, Ph.D. (USGS and Massachusetts Institute of Technology, Department of Urban Studies, MIT-USGS Science Impact Collaborative, Cambridge, MA)*  
*Kalle Matso (The Cooperative Institute for Coastal and Estuarine Environmental Technology (CICEET), NOAA-University of New Hampshire, Durham, NH)*  
*Patricia Bonner (EPA/OPEI, National Center for Environmental Innovation, Washington DC)*  
*Ann Vega (EPA/ORD National Risk Management Research Laboratory, Land Remediation and Pollution Control Division, Cincinnati, OH)*



The challenge of having it all: Coastal Zone Management in the face of history, culture, transportation, recreation, housing, business, energy, habitat, fisheries, wetlands, eutrophication, contamination, water supply, erosion, and climate change. Photo of Nobska Beach and Light, MA.

Coastal resource managers from around the world gathered in Boston July 19-23 for the 16<sup>th</sup> biennial Coastal Zone Conference (CZ09). While PowerPoint presentations clicked in the technical sessions, up on the 4<sup>th</sup> floor, the rip of flip charts and rise and fall of many voices spilled into the halls. The CZ09 program included 15 Café Conversations, which are two-and-a-half hour facilitated community discussions around a specific topic. The format is particularly effective when you want to share mutual knowledge, explore differing perspectives, collaboratively define problems and consider solutions, stimulate innovation, and engage people.

To bring collective intelligence to the challenge of creating a more environmentally-friendly society, we convened a Café Conversation *"Building Capacity for Collaborative Decisions, Resilient Ecosystems, and Sustainable Practices: Water, land, community and people in estuarine watersheds."* Knowing the importance of integrating science-based knowledge with political and socioeconomic considerations, we felt that this would be a lively and thoughtful venue-as it indeed was.

Our Café was structured with a 10-minute presentation to set the stage, and the remainder of the conversation was broken into four sequential sections. Over 35 people participated in the conversation, bringing an amazing breadth and depth of experience to this discussion about public participation, values, use of scientific knowledge, and hopes for the future. Participants were asked to share examples of successes and challenges, discuss priorities, and learn strategies and tools that can assist in decision-making within estuarine watersheds. Voices came from citizens, agencies, organizations, communities, academics, states, businesses, leaders, consumers, and stewards. Here we share some of the conversation.

### **Why Talk about Building Capacity?**

Population growth, urban expansion, and the warming climate have and will continue to stress our coastal ecosystems. Decisions on how and when to respond with stewardship, adaptation, and mitigation are made by individuals, municipalities, states, and agencies. These decisions are made at many geographic scales, in the context of individual values and imperfect knowledge, perhaps with regulatory incentive. They affect water quality, water quantity, living resources, habitat functions, ecosystem integrity and human well-being. Currently, there is disparity in access to and use of technical information across the coastal areas of the United States. There is also variety in the organizational and governance structures that exist to educate, advocate, and regulate around land, water, and resource issues. Finally, there are often conflicting interests and values around resources held in common, and economic choices to go with them.

The 2008 National Academy Report "Public Participation in Environmental Assessment and Decision Making" recommends that "public participation should be fully incorporated into environmental assessment and decision-making processes...as a requisite of effective action." Management plans, stakeholder needs assessments, regional action plans, and regulatory agency strategic plans all call for both technical information and improved methods to engage people and managers in using that information to restore impaired waters and adapt for future needs. This is especially true when choices about land use, waste management, and transportation must balance local fiscal realities against needs to reduce nitrogen loadings, upgrade drainage systems for anticipated climate change, and accommodate increasing populations. There is widening recognition of the urgent need to build capacity across the public sector for collaborative decision-making, for common interest in creating or preserving resilient ecosystems, and for implementation of sustainable practices.

The objective here was to consider the interface between people, technical knowledge, and environmental decisions and to discuss specific needs and practical tools (such as case studies, best practices, strategies, and best process templates) that will increase the capacity, capability, and motivation for decision-makers at all scales to make choices that support resiliency and sustainable practices. 'Shared Capacity' was approached as the intersection of Participation (leadership, community, people) and Capacity (resources, knowledge, motivation) around a common interest. A cycle of cooperative adaptive management that supports a spiral *into* balance is comprised of steps that *Engage people* → *Learn what works* → *Build capacity* → *Take action* → *Change outcomes* → *Recognize response* → *and Adapt strategies*. Our dialogue focused on engaging, learning, and building capacity.

### Voices in Dialogue

The first section of the Café Conversation was a brainstorm on critical issues & questions, with the prompt question **(1) *What kinds of issues come up when attempting to involve the public in environmental decisions?***

- We don't present enough at the lay level.
- It's less about decision making, and more about getting people to care.
- Do we need to start looking beyond meetings as a mechanism for contacting people?
- Need to beware of the Invite, Inquire and Ignore model; we've got to give them something to do. People show up at the end when the decision is being made.
- Perhaps we need to scare them more? No, literature shows that scare tactics don't work in the absence of specific steps to achieve a better future.
- The public sector doesn't really have any consequences for not using public input. Nor are there any incentives for it.
- We're all too busy and folks are suffering from information overload. We have to get creative.
- We have to recognize that there's a decline in social capital that's well documented. Scientific concepts are really hard for local planners to grasp. Need to use more visual tools to counter difficulty with temporal and spatial scaling.
- We often don't know what we want the roles of citizens to be.
- What about top down actions, regulations, like EPA has taken in the past...the stick?
- We need to better incorporate and articulate values as part of our efforts to manage ecosystems.

The second section was an open discussion of strategies and successes, asking 'What does success look and feel like?' **(2) *Why did these projects succeed – what did they do right?***

- Important to identify and partner with the people in a specific region who are trusted.
- Try to have endeavors with longer timelines, like 5 years. That really helps get people involved.
- Involve groups early who have influence. Then choose subjects that speak to people.
- Ask people not what their position are, but rather what their values are.
- A Utility achieved success by changing management, by moving away from adversarial litigation and using collaborative processes instead.
- Use professional facilitation or negotiation.
- Bring stakeholders to the table; messaging form and content was critical.
- Emulate Thank You Ocean campaigns.
- Make sure we know who thinks an endeavor was a success.
- Use point-people, and involve people who have authority to make changes.
- Share the information; get stakeholders involved and tackle a narrow set of issues.
- Put money and resources where you want action.
- Include appropriate expertise- in addition to science.

The third section addressed needs and priorities for building capacity by asking how to move beyond visions to a reality of shared knowledge and engaged people. **(3) *What are the greatest needs? How do we prioritize them? What capabilities are most critical to success?***

- Need training in collaborative processes.
- Need to know more about our audiences, what motivates them.
- Need to figure out how to keep them engaged.
- Need to develop vocabulary that works.
- Need to take those general, big, unwieldy topics and make them narrow.



- Reframe the problem so that people can get their arms around it.
- Need to go into public engagement ready to really listen, not just to validate preconceived ideas held by science agencies.
- Might need new resources, or to spend existing resources differently.
- Look for opportunities to merge efforts.
- Need more 'against the flow' risk-takers.
- We need a paradigm shift. The shift is happening. It's helpful if calls for proposals/grants continue to support translation and outreach. Those aspects should receive the same level of support as the science.
- We should all lead by example. Seek to learn how to do those things we can't do.
- We should branch out in terms of communication.
- We should realize that we often think of the public as something to 'control.' That culture doesn't help the collaborative process.
- We need to invest more in social science; we're moving faster in this direction than some of us might think.

In the final section, Creating action!, from the context of capacity building, participants asked **(4) *What actions will address the highest priority needs, and how do we implement successfully?*** A post-it exercise helped bring the 'action' conversation to a practical level. Participants exchanged answers and actions addressing **(a) *What do you view as a process, tool, action, resource, or strategy that you want to see more of?*** **(b) *What do you think is the greatest need and/or highest priority to take action on?*** And **(c) *What obstacles or impediments have you experienced or observed (large or small, but frustrating)?***

- Affect funding priorities within your own organization.
- Use both social and science perspectives/lens in your own work
- Evaluate outcomes
- Build sustainability and capacity
- Be opportunistic
- Stress ecosystem services (socioeconomic angle)
- Ownership of issues is important; create it.
- Find ways for a public person to become a stakeholder.
- Train on stakeholder group selection and dynamics.
- Relate to "everyday values"
- Focus on users and people.
- Use different interventions for different stages of readiness.
- Take opportunities to build community.
- Use stories and oral histories.
- Use social venues (churches, parties, rallies)
- Use senior volunteers; work with AARP
- Gain people's trust.

The Café wrapped up with discussion about values and interests that motivate people to participate in dialogue or change behaviors – What might engage the people who live in our neighborhoods? What might engage our elders?

Our conversation about Building Capacity addressed successes and needs for engagement and discourse to better protect waters, land, people, and communities. In addition, this and other Café Conversations at CZ09 (e.g., Future Leadership; Outreach & Education; Regional Governance) provided venues for the coastal management community to build its own capacity for stewardship.

The authors wish to acknowledge and thank the many students, colleagues, and citizens who are creating the capacity for better decisions. Authors may be reached via email at [tenbrink.marilyn@epa.gov](mailto:tenbrink.marilyn@epa.gov), [bonner.patricia@epa.gov](mailto:bonner.patricia@epa.gov), [vega.ann@epa.gov](mailto:vega.ann@epa.gov), [hkarl@usgs.gov](mailto:hkarl@usgs.gov), and [kalle.matso@unh.edu](mailto:kalle.matso@unh.edu).

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Public Involvement brings the pieces together