

**University
of Houston
Clear Lake**

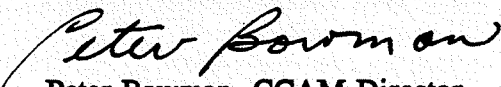
MAY 24 1994

School of Business and Public Administration

**CENTER FOR CONFLICT ANALYSIS AND MANAGEMENT (CCAM)
(713) 283-3125 FAX (713) 283-3123**

May 20, 1994

TO: Selected Participants in Community Advisory Panels
in the Greater Houston Area

FROM: 
Peter Bowman, CCAM Director

You are invited to attend an all-day workshop on "Challenges to Community Advisory Panels (CAPs)," on Saturday, June 4, from 9:00 a.m. to 5:00 p.m., at the University of Houston-Clear Lake (UHCL) in the Forest Room. A map and directions to UHCL, along with parking information, are enclosed.

This workshop will bring together CAP members, facilitators, and industry liaisons who are interested in finding ways to enhance CAPs' performance. It is also an excellent opportunity to meet individuals who are involved in other CAPs throughout the greater Houston area and compare experiences and activities.

The workshop is being developed as a prototype for a workshop to be offered around the country to larger groups of CAP participants. This "trial version" is targeted to the CAPs facilitated by myself, Diane Sheridan and Susan Peterson and is sponsored by the companies which sponsor their CAPs: Dow Chemical, Nalco Chemical, Markham Industrial Group, Association of Bayport Companies and the many companies which sponsor Diane's CAPs. The leaders will also include Keith Fulton, who will be leading the session on Environmental Justice.

A workshop agenda is enclosed for your information. The workshop format is interactive and participatory, and many opportunities are planned for discussion and small group exercises. You are welcome to dress casually; lunch and breaks will be provided.

Please RSVP to Peter Bowman at 713/283-3125 or Betty McSheehy 283-3133 by Tuesday, May 31. A phone mail message is sufficient. We look forward to seeing you on June 4.

Houston, Texas 77058

DSW 137211

STLCOPCB4037166

Evaluation of CAPs

Examples

- questionnaires to members + liaisons (biannually)
- formative or summative (purpose of evaluation)
- review goals of CAP ^{audit} (annually)
- review characteristics ^{inspection} (annually)

May get formal commitment stating what expectations are for the year. Evaluation will help that.

Evaluation gives individuals who don't tend to speak up a chance to write what they want speak.

Purposes/goals of CAPs

Dow brings ^{together biannually} all facilitators + leaders from CAPs intentionally.

- 1) two-way communication:
 - community's view of industry
 - company's view
- 2) access to info.
- 3) give advice and respond to it + see if community agrees

CAP members decide who want representing plant.

Community Awareness

- Defined by CAP
- geographical
- residential/neighborhood
- functional - eg. marking population
- Issues → boundaries validity
 - eg. emissions
 - worst case scenarios

CAP can use other methods to reach community
so don't try to have "everyone" in community
in CAP.

Use civic newsletters, email, newsletters

Barriers of getting CAP recognized.

- 1) - less interest from ^{lower socioeconomic} community which is closest to plant
- 2) - employees of plant
- 3) - cultural barriers
 - some groups not politically aware
 - not in primary agenda items
- 4) new individuals don't feel comfortable
- 5) not a priority if day to day living needs come first
 - only an "event" will get them active
 - people don't have time
- 6) desensitized after awhile
- 7) putting responsibility on others: the company, service dept, leadership organ.
- 8) apathetic communities
- 9) multiple distractions

DSW 137213

time; lack of attention;
priorities; displaced
responsibilities; conflict
of interest.

Opportunities

- change apathy/powerlessness by going out and make them aware of problems/risks.
- Go out & talk to community - CAP

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Only Supportive CAPs

- loses credibility
- biased input
- loses energy
- won't get changes

that both community may want a plant may be willing to give.

7 warning signs of only supportive CAPs

- 1) only 1 or 2 people ever speak up.
- 2) Company only one to put things on agenda
- 3) low attendance / erratic
- 4) No one wants to work on projects
- 5) avoids controversy
- 6) controversy occurs in community w/o company being warned by CAP
- 7) lack of probing questions

Causes:

- Community not interested.
- industry forced to have a CAP - may be hard to get community involved
- 1 company town
 - don't want to risk offending co.
- industry gets paid to attend
- people may do for prestige / politics
- comfort → like friends & harder to be critical
- undue deference to high executives
- dominant members

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Remedies

- neutral facilitator
- diverse membership
- good open ground rules
- pick position rather than person
- term limitations
- attendance rules
- open communication
- invite observers, agenda topics from community
- diverse funding
- round tables update
- have meetings at times + places convenient to the public.
- have facts, figures, info. easily accessible + bring to meeting.
- provide good reception to questions ... don't make people feel uncomfortable
- periodic review of goals + purposes of being a member