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ABSTRACT

This is a manual on planning land and water use seminars for citizen leaders. It draws on experience of 17 such seminars. This publication updates information on governmental and institutional tools useful to citizens seeking solutions to their water resource problems. Organizational techniques outlined are adaptable to small local conferences, multicounty or statewide projects, or conferences of national scope. Sections include: (1) Initiating the Project; (2) The Planning Committee; (3) Subcommittees and Their Duties; (4) At the Seminar; and (5) Following Up. (RH)

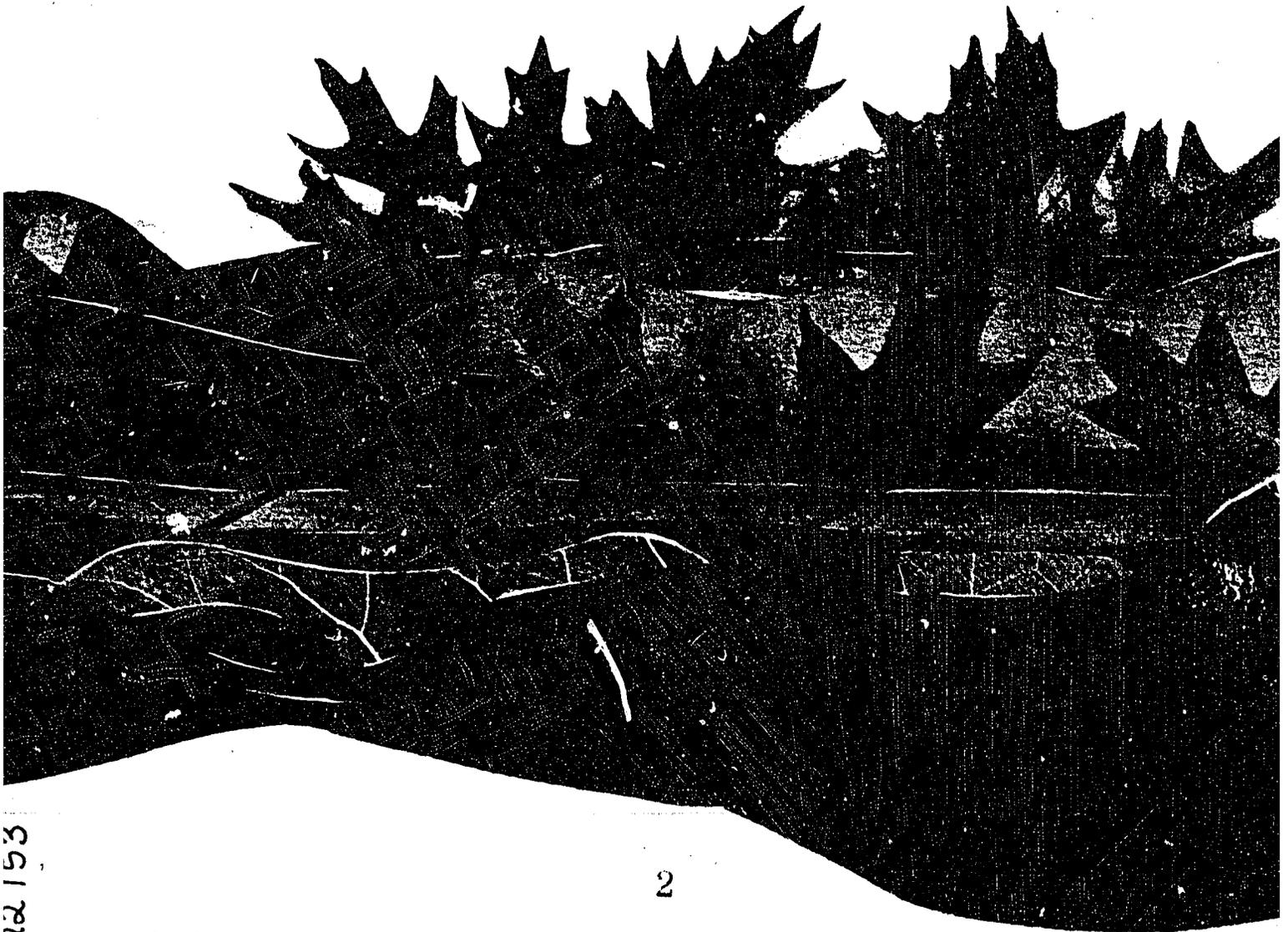
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HOW TO PLAN AN ENVIRONMENTAL CONFERENCE



2

a technique for developing citizen leadership

DE 022 153

LAND AND WATER USE SEMINARS

1965 - 1971

1964-65

Connecticut River Basin
Southeastern U.S. Rivers
Lake Erie Basin

1965-66

Hudson River Basin
Texas
Upper Mississippi River Basin

1967-68

Northern Colorado, Southeastern Wyoming
Pacific Slope of Washington and Oregon
Lower Missouri River Basin

1968-69

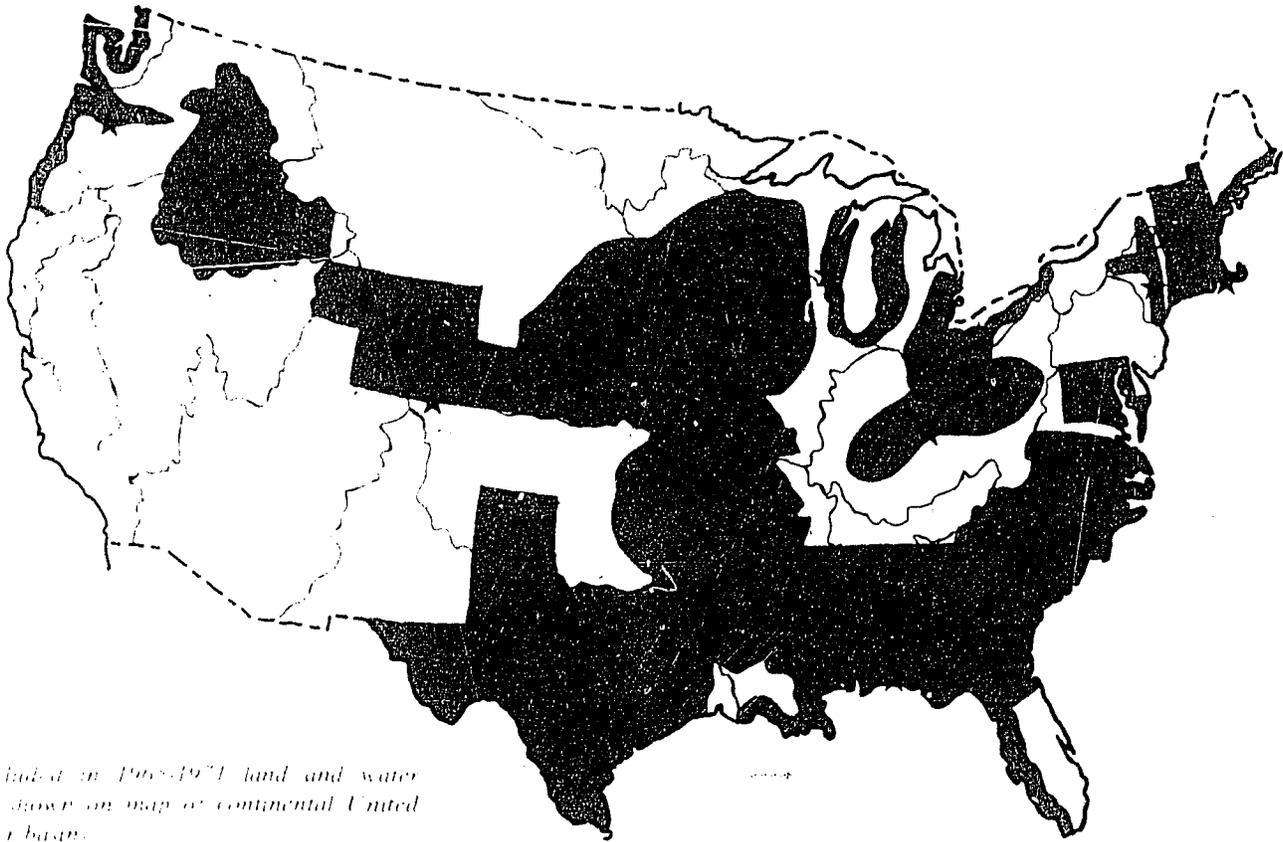
North Carolina, South Carolina, Virginia
Lake Michigan Basin
Ohio River Basin

1969-70

Gulf of Mexico Coastal Waters
Coastal Lands and Waters of New England
Arkansas-White-Red River Basins

1970-71

Maryland, Virginia and Washington, D. C.
Snake River Basin



Areas included in 1965-1971 land and water seminars shown on map of continental United States river basin.

Cities where seminars were held ★

HOW TO PLAN AN ENVIRONMENTAL CONFERENCE

— a technique for developing citizen leadership —

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A handbook based on the experience of the League of Women Voters Education Fund, 1965-1971

INTRODUCTION

"What can we do about it?" "But will anything we do really make a difference?" "Isn't that just a technical problem?" "How can we find out?" "What do we really want . . . what kind of community . . . water resources . . . environment . . . society?" "Can we get help?"

Since 1965, the League of Women Voters Education Fund (LWVEF) has been helping selected groups of community leaders make a start toward finding answers to many questions about land and water. Under a training grant from the Office of Water Programs of the Environmental Protection Agency, formerly the Federal Water Quality Administration (FWQA), U.S. Department of the Interior, the Education Fund has sponsored seventeen three-day seminars under volunteer leadership on problems of water quality and related land use in major river basins, lake basins, and coastal areas. More than 1400 men and women of 40 states have taken part. A number of the seminars have inspired local financial support for later meetings along similar lines. Several thousand persons have been served through these and other follow-up activities.

In 1967, the Education Fund, with the assistance of a grant from the FWQA, published *Land and Water for Tomorrow—Training Community Leaders: A Handbook*. This guide for planning river basin seminars under volunteer leadership outlined a seminar technique through which selected leaders could learn how to go about broadening the knowledge of their own citizen groups in cooperation with others so that the whole community might be informed.

Public interest in the quality of the physical environment has exploded during the six years since these seminars began. Federal laws have established new policies and programs. News media have vastly expanded reporting on the nature, extent, and effect of pollution. Organized citizen activity has surged to unprecedented levels as citizens strive to prevent environmental degradation, demand innovative legislation and even constitutional amendments, press for new privileges of litigation and for new criteria against which to measure "economic benefits."

Greater challenges lie ahead. As interrelationships between all aspects of the natural environment become clearer, their complexity grows more bewildering. Society faces basic questions about economic and population growth patterns and their effect on energy supplies and land use. It is vital that informed citizens everywhere take part in these grave social and political decisions.

A method of bringing diverse groups of citizens together to survey the many aspects of an environmental problem is therefore even more useful today than in 1965.

This new edition of the manual on planning land and water use seminars for citizen leaders draws on Education Fund experience gained through seventeen such seminars. It updates information on governmental and institutional tools useful to citizens seeking solutions to their water resource problems. Organizational techniques outlined in it are adaptable to small local conferences, multicounty or statewide projects, or conferences of national scope. They are also useful in arranging meetings for leadership training on any environmental problem.

INITIATING THE PROJECT

GOALS AND SCOPE

In undertaking a project on environmental quality or any other subject, a group must first decide on its objectives in relation to an identified need, determine what kind of project would best fulfill those objectives, and then draw up a plan of operation, including a budget.

In its land and water seminars the objective of the League of Women Voters Education Fund has been to meet the need for more public understanding of and support for wise use of land and water resources. The League has observed that residents of different states or regions in a river basin, or a problem-shed are often unaware of each other's needs and uninformed about the multiple effects stemming from abuse of land or water. Sometimes people are unaware that a pollution or use problem exists. Business, civic, industrial, agricultural, conservation, and other groups lack communication channels by which to discover mutual interests and areas of possible agreement. Even well-established groups are sometimes unaware of upcoming decisions affecting the environment in their own area or unequipped to participate in decision-making. Many organizations understand the need and opportunities for citizen involvement but find the problems so enormous that sorting out priorities for attention seems impossible.

The Education Fund has sought to inform community leaders and stimulate them to show their own organizations and other groups how to take a more effective part in the land and water decisions facing their areas. Where involvement of citizens is already strong, the Education Fund seeks to help them enhance their effectiveness as they search for new solutions, perhaps across established jurisdictions or contrary to traditions.

The basic format it has used to these ends is a series of three-day seminars for participants drawn from diverse groups throughout the geographic area of concern. Fifty participants has proved to be a good number—large enough to be stimulating and representative and to establish a nucleus of informed

leadership for future educational activities throughout an area, yet small and flexible enough for group discussion and easy social mixing. Participants are not asked to pay their expenses, for two reasons: planners are free to choose participants for potential leadership rather than ability to pay, and participants feel responsible for follow-up activity.

Each seminar to date surveys water resource problems specific to a basin or region, outlines governmental functions and legal framework relating to water management in the area, and presents examples and techniques of citizen action. To encourage a spirit of genuine inquiry and uninhibited exchange of views, no votes are taken, no resolutions passed.

To stimulate interest in follow-up and spark ideas between regions, LAND AND WATER ROUNDUP, an informal newsletter, is sent to seminar attendees for two years.

FUNDING A SEMINAR

If a proposed project requires funding from outside sources, the organizing group should inquire of prospective donors whether they will entertain a request for a grant. The organizing group will then prepare its proposal in the format preferred by the interested foundation, government agency, corporation, or individual, following any guidelines the prospective donor suggests.

A proposal describes the nature and source of the problem to be addressed, points out the need for the project, states the objectives, lists the anticipated accomplishments, and presents a budget. The plan of operation should be outlined in some detail.

The contributions which the applicant is prepared to make in money and volunteer time and skills should be stated and financial needs explained.

DRAWING UP A BUDGET PROPOSAL

The estimated budget accompanying applications for funds for three-day seminars should include

travel, meals, and lodging for seminar participants, committee, and speakers; printing and mimeographing, long-distance telephone, clerical work, postage, other local expenses for planning the seminar and for encouraging follow-up activities; and cost of guidance and help needed from the sponsoring group, including travel, staff salary and office expenses, long-distance telephone calls, mailings, etc. (Detailed budget guidance will be found on page 37.)

All local committee members for Education Fund land and water seminars have been volunteers, but postage, printing, travel, and other expenses they incurred for the seminars and follow-up activity were part of the project budget.

SELECTING AN APPROPRIATE AREA

In selecting areas for specific projects, consider questions like these: Is there one outstanding common problem which recurs over a wide area? Is there public concern about a regional environmental problem? Is there an issue that provides a focus for citizen concern? Can a region be defined large enough to encourage a regional approach yet compact enough

so that seminar participants can keep in touch without prohibitive travel expenses? Is there need to bring together widely dispersed residents or opposing interests for discussion of a watershed on which they all depend and which they all affect?

The intensified effort possible in a small area is tempting, but this advantage should be weighed against the need to find basin-wide or regional solutions to environmental problems or against the wisdom of serving a larger area within which problems are similar. Travel facilities and costs must also be considered. Are travel connections within the area reasonably good?

For most local organizations, the geographic area of concern is already established. A national organization wishing to initiate a project in a particular region must make sure that local leadership is available. A competent general chairman able to devote substantial time to the project is essential. For example, when the Education Fund is exploring the feasibility of specific land and water seminars, state Leagues of Women Voters in the areas under consideration are asked whether they would be interested and whether they could suggest trained leaders to form the core of a regional planning committee.

SAMPLE PLANNING COMMITTEE

(Snake River Basin)

The local LWV members were chosen from three states and included:

Two state LWV Environmental Quality chairmen
A former state Water Resources chairman
A state president-elect

Former board member, League of Women Voters of
the United States, formerly state president

Two local LWV Environmental Quality chairmen
A local LWV president whose specialty is public relations
Two local members active in environmental programs
A local LWV Water Resources chairman

Non-LWV Members (chosen from three states):

Professor, wildlife biology and environmental science,
member local Environmental Quality Commission
Chairman, state Water Resources Board, attorney in private practice
Editor, morning newspaper in important non-host city

President, statewide conservation group (volunteer); mathematician with major
research and development corporation; member conservation organizations

Professor, political science, former manager, metropolitan water district, former
city manager, recipient of research grants to study organizational structure of
state government resource agencies; member dominant religious culture, as well

Chairman, state Commission on Federal Land Laws, former staff member to U.S.
senators, director, local chamber of commerce

Field supervisor, River Basin Studies, federal Bureau of Sport Fisheries and Wild-
life, member conservation groups, degree in wildlife management

Ecologist, state-wide power company, member environmental committee of re-
gional light and power association and of local chamber of commerce, past and
present officer of fisheries associations

Staff member, Office of Pollution Control in state Department of Health, liaison
with state Parks Department, background in forestry, acquainted with area
industrialists

Director of Special Services, state university, columnist, city councilman, member
state Civil Rights Commission, Constitutional Revision Commission, former
newspaperman, former state senator and representative

Resource economist, Water Resources Research Institute, project leader, Method-
ology Study to Evaluate Wild and Scenic Rivers

THE PLANNING COMMITTEE

SETTING UP THE PLANNING COMMITTEE

Let us assume that you—the sponsoring group or organization—have decided to hold a seminar, have roughly defined the geographic area and the theme, and have found a general chairman. Careful selection of the planning committee is the most important of the general chairman's first tasks.

The key ingredient of League of Women Voters Education Fund seminars, the bringing together of diverse and sometimes conflicting interests in a working situation, is applied first in formation of the planning committee.

A planning committee for a seminar should include both sponsor and nonsponsor members—men and women—with a range of occupational and avocational interests, all drawn from the geographic area covered by a seminar.

A total of 15 to 20 members has proved to be effective. Too large a group becomes unwieldy; too small a group lacks the variety of viewpoints and the manpower needed to do the planning job. A few well-known persons lend prestige, but the committee is essentially a working group, with each member expected to do his share.

For an interstate seminar, each state involved should be represented on the planning committee, preferably by both a member and a nonmember of the sponsoring organization. The major areas within a region, too, should be represented if possible. This representation helps in recruiting participants from each location, in gathering background data, in obtaining speakers, and especially in planning program content and in follow-up.

Committee members should know who are the local civic leaders, who helps to form opinion, and how key elements of their governments work. Each member should be sensitive to the needs, interests, and prejudices of the area he represents but be willing to cooperate with other groups.

In the search for nonsponsor members of the planning committee, the chairman will have the advice and help of the sponsoring organization and should

seek suggestions from university, civic, conservation, and official contacts. From these recommendations, several experts from the region to be covered by the seminar, representing various interests concerned with water quality and water resources (or whatever the subject may be), are then asked to serve on the planning committee. Later they attend the seminar as members of the committee. They bring different points of view, and their participation assures broad support.

Members of a university faculty, conservationists, and representatives of state or regional agencies can be helpful in developing the program. So can representatives of important businesses or industries in the area, whose help in recruiting participants from the business community will be indispensable. A newspaper editor has useful sources of information and publicity outlets. If there is a present or potential human health problem, include a medical doctor. Several skills, much knowledge, and considerable effort go into a successful conference, and planning committee members need to understand that in accepting the invitation to serve on the committee, each is agreeing to accept and discharge particular responsibilities.

MEETINGS OF THE PLANNING COMMITTEE

Two meetings of the full planning committee are necessary, with a third if it will be productive and the budget permits. A full day should be allotted to each. The first meeting should take place about six months before the probable date for the seminar.

To settle many details and save planning committee time, the committee members belonging to the sponsoring organization should meet the day before for preliminary planning, tentative assignments, discussion of the budget, and briefing on guidelines and administrative network.

The first full planning committee meeting is the time to discuss project goals, firmly establish the geographic boundaries, and elicit both expert and lay

A CHECK LIST FOR GENERAL CHAIRMAN

Help select a balanced, representative planning committee
Make all subcommittee assignments
Establish workable lines of communication with all committee members
Set up a time schedule and see that it is followed
Make final decisions on motel, letterhead, printing and mimeographing, date, location and agenda of all planning meetings, etc.
Supervise and coordinate all mailings
Attend all program committee meetings
Sign recruitment letter
Conduct meeting of planning committee on night before seminar opens to review all program and arrangement details
Establish adequate method to handle seminar's finances and keep accurate records
At seminar, be available to greet participants, open and close the program, introduce a speaker, or whatever is required
See that thank-you notes are written.

views on the nature and dimensions of the problem(s) the seminar is to deal with. Topics to be covered and names of good speakers should be proposed. Recruitment should be discussed thoroughly and apportionment of places among the geographic areas decided by the committee. Members should be asked to suggest organizations and individuals to be considered in recruitment and kit material to be solicited. Initial recommendations for publicity, public relations, and recording the seminar should be sought, and there must be some discussion of follow-up aims. (See following chapters for more detail.)

In this first meeting the location and firm dates of the seminar should be settled if possible, subcommittee assignments made, the budget outlined, and committee work schedule set up. At its conclusion, everyone should know who is going to do what.

At the second full meeting three or four months later, but no later than two months before the seminar, the committee will select participants from the list of nominees, review the program, and plan for publicity and kits. Decisions on whether to tape the conference and about whether to publish a summary or report are made final at this time. Here is a good opportunity to discuss follow-up opportunities, plans, and arrangements, and perhaps to set a date for a post-seminar evaluation session. With all members up to date on seminar prospects, any required policy decisions may be made by the committee at this time.

GENERAL CHAIRMAN'S DUTIES

The GENERAL CHAIRMAN will want to have probable committee assignments and a tentative work plan in mind before the first planning meeting. Indeed, he should, in consultation with his organization, insure that needed talent or experience from the sponsoring organization will be available on the committee and that certain key members are willing to assume specific responsibilities, particularly for program, recruitment, follow-up, and publicity.

The general chairman should send out an advance agenda, well before the first planning committee meeting, and ask committee members to come prepared with certain information.

The general chairman will maintain close supervision over all activities of the planning committee, chiefly by mail or telephone. In consultation with the sponsoring organization, the chairman makes final decisions on all matters of policy and on important details. As an ex-officio member of each subcommittee, he should receive copies of all correspondence. As project coordinator, he will keep members up to date on what each subcommittee is doing. This intercommunication is imperative where committee members live in different states.

The chairman should have administrative ability but need not be a specialist in water resources. (Such specialists are essential, of course, on the program subcommittee.) He will probably need some paid secretarial help to handle the correspondence and should have access to mimeographing, addressing, and mailing services.

The chairman approves all local expenditures and keeps an accurate record of the running budget balance.

SUBCOMMITTEES AND THEIR DUTIES

These subcommittees are recommended:

Recruitment Committee	p. 11
Program Content Committee	p. 21
Follow-up Committee	p. 28
Arrangements Committee	p. 29
Kits Committee	p. 32
Publicity Committee	p. 34
Printing and Mimeographing Committee	p. 36

There will also be secretarial and financial duties to assign (p. 37).

Work on subcommittee assignments must begin promptly after the first planning committee meeting and continue throughout the planning period, during which time the program, recruitment, and follow-up subcommittees will need to meet separately.

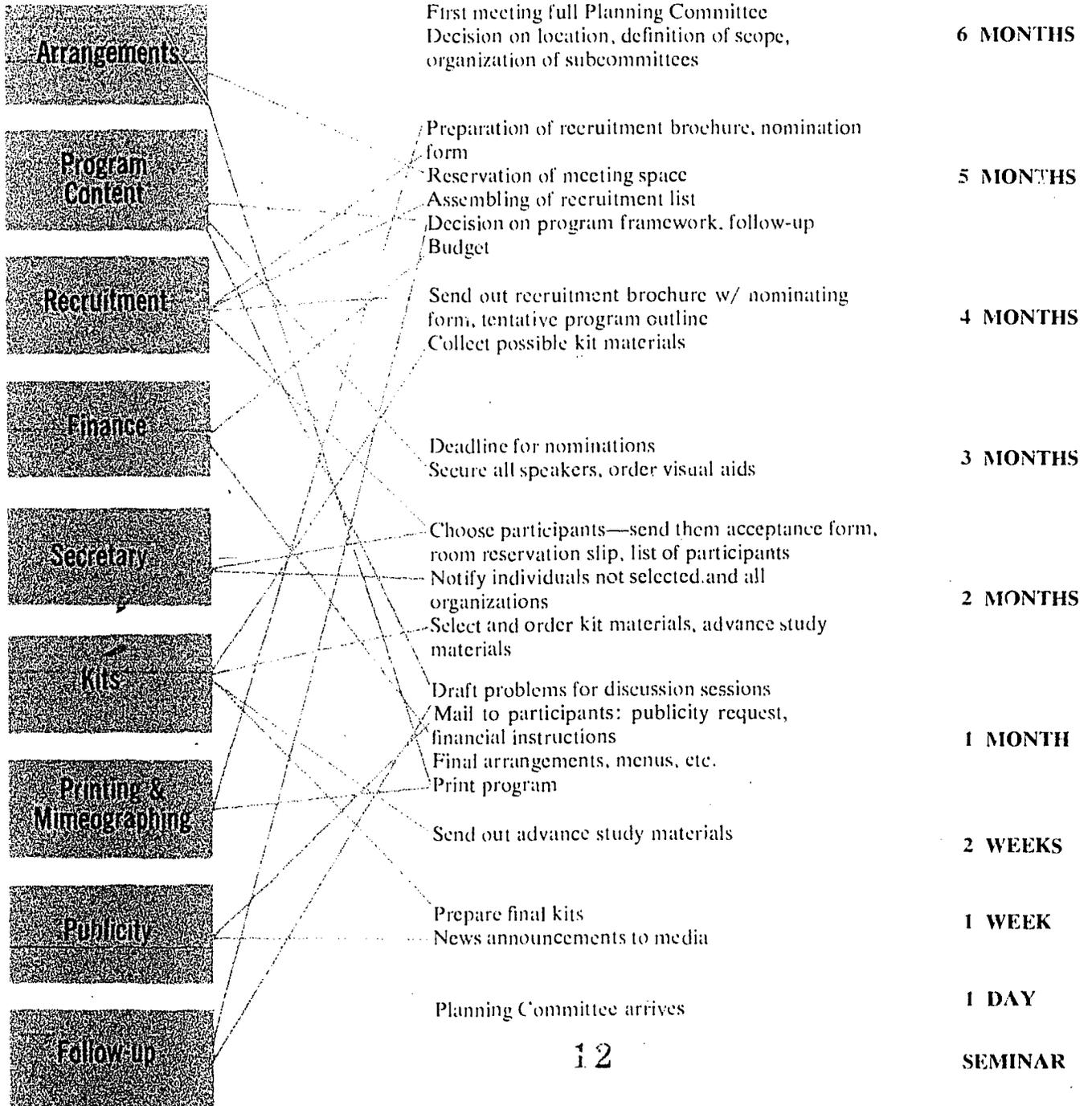
Committee chairmen are normally selected from members of the sponsoring organization who are on the planning committee. Other planning committee members serve primarily on the program and recruitment subcommittees, although sometimes one of these members will volunteer to check motels in his vicinity or help get wider press coverage, etc. Nonsponsor members help in other ways, too --for instance, by recommending material for kits, obtaining materials in quantity, and providing audiovisual equipment and operators.

Committee assignments may have to be adjusted after the planning committee has decided on the location for the seminar. The arrangements chairman, for example, should live near the selected site. If the site is in or near a large city, usually the public relations chairman should be from that area.

There will be paper work for all, much correspondence, many telephone calls. At least one crisis is inevitable for every big project. But past committee members have found the returns well worth the work. Newly aroused leadership inspires new thinking and activity in the area. The local sponsoring organization receives new recognition and finds its contacts greatly broadened. Individual committee members widen and deepen their own knowledge and background while developing new skills. Most important, new alliances are forged.

COUNT-DOWN FOR MAJOR PLANNING STEPS

SUBCOMMITTEES



RECRUITMENT: WHO AND WHY

On his committee, the RECRUITMENT CHAIRMAN needs at least one person from each state or locale. The chairman also needs access to a mimeographing or photocopying machine, stationery, and lots of stamps.

WHO SHOULD BE INVITED

Solutions to resource problems often entail social and political decisions with wide implications that need to be understood in the community. Seminar recruitment systems are designed to locate and attract citizen leaders from diverse segments of the community, leaders who can benefit from an opportunity to learn more about land and water, governmental structure, or citizen effectiveness; who will also benefit from an increased understanding of the conflicts among each other's interests; and who will in turn stimulate their own colleagues and constituents to take an active and concerned role.

Getting the right participants is vital to the success of this type of project. They should be present or potential community leaders representing varied economic, occupational, geographic, and avocational interests, with varied approaches to land and water resource use. They should have follow-up activity outlets that will enable them to reach business, labor, civic, professional, industrial, or agricultural groups, the news media, and educational services.

Examples of lay participants whose organizations have an interest in related matters might include a manufacturer whose industry requires water; a developer whose business involves land use, requires water supply and sewers, and affects land and water resources; a labor leader; a professional whose affiliations are with planning, design, or engineering of land or water projects; an editor whose newspaper neglects such issues; an officer of a preservation or garden society that has not become involved or effective in broader environmental affairs; a mayor; a teacher; an inner-city resident; a law student; a rancher; a retailer; a banker.

An expert, too, may benefit from insight into the social and economic aspects of competing demands on available land and water or into the workings of government or the dynamics of citizen action. A

state legislator who serves on a committee deciding on any aspect of land- and/or water-use policies usually appreciates the opportunity to view the whole scope of problems presented. He can put the information to good use as well as leaven the discussions. Young people and representatives of minority groups may add important points of view. In short, the committee should look beyond the water and conservation.

Good questions to ask the suggested participant are: "What will he bring to the seminar? What can he take away?"

Choice of participants must be related to goals of a particular seminar. Each planning committee should adapt and expand these guidelines to fit its own situation, trying to avoid having too many experts, officials, industrialists, or conservationists. The committee should bear in mind that these categories will assuredly be represented on the faculty, too.

SELECTING THE PARTICIPANTS

Developing a list of organizations within the seminar area

The first step in recruitment is to collect names of organizations active in the seminar area and interested in land and water issues. In this, the recruitment chairman needs everyone's help. Before the first planning committee meeting, someone from each state should be asked to assemble a current, comprehensive list of organizations in his state. If organizations are to be asked to send names of nominees (see p. 13), the current president's name and address will also be needed.

Among the obvious organizations are chambers of commerce, garden clubs, industrial groups, sportsmen's clubs, farm groups, labor unions, conservation organizations, student and other youth groups, teachers, and service clubs.

The Conservation Directory, issued annually by the National Wildlife Federation, the three-volume *Encyclopedia of Associations*—available at university and large city libraries—state yearbooks or public affairs directories put out by the General Federation of Women's Clubs and chambers of commerce, local library listings, and the women's, state, business, and farm pages of local newspapers are all sources of this kind of information.

WHO NOMINATES? SOME OFFICIALS AND ORGANIZATIONS THAT MAY BE ASKED TO NOMINATE PARTICIPANTS

Conservation Groups

Scientists and Engineers for Appalachia
Audubon society
Citizens for Wilderness Plannir ,
Federation of garden clubs
Nature Conservancy
Environmental council
Wilderness Society
Hell's Canyon Preservation Council
Association of Soil Conservation Districts
Sierra Club
State Wildlife Federation
Watershed association
Izaak Walton League
Canoe club, hiking club
Trout Unlimited

Academic World

Student government
Water Resources Research Center
Chairman of department—natural sciences, engineering,
planning, political science
Student Council on Pollution and Environment (SCOPE)
Dean of faculty or law school
Education association
School board
High school principal
Parent teachers association

Professional Societies & Associations

Engineering society: civil, electrical, chemical, mechanical
Farmers Chemical Association, Inc.
Cattleman's association
American Institute of Architects
Board of realtors
Geological society
American Trial Lawyers Association
Farm Bureau Federation
Ecological Society of America
Association of land planners
Association of landscape architects
Wildlife Society
Society of American Foresters
Oceanographic institute

Industry & Business

Lumber mill, paper, pulp
Mining company, mining association
Chemical industry
Petroleum industry (and components)
Food processing industry
Textile industry
Steel company
Electric power companies
Highway planners and builders
Aquaculture industry

Large-scale farming
Associated Industries of state
Associated General Contractors
Industrial foundation
Fisheries association
Resort association
Marina builders
Land developers—recreational, residential, commercial
Feedlot operators
Sand, gravel industry
Offshore minerals industry

Labor

AFL-CIO or area labor council
United Steelworkers, Oil, Chemical & Atomic Workers,
United Auto Workers
State organizations or locals

Health

Medical Society
Nursing Association
Dental Society

Government

State fisheries, wildlife, parks department
Mayor, city manager, or city council
Leader or speaker, state legislature
Governor
Extension services
Department of planning and community affairs
State health board
Association of counties
Water resources board
River Basin Commission
Zoning commission

Quasi-Governmental

Economic development district
Regional planning commission
Rural development district

Civic, Service & Special Interest

Women's organization
Boy Scouts, Girl Scouts
4-H, Future Farmers of America
Lions, Kiwanis, Rotary, Jaycees
Junior League
League of Women Voters
Citizens or homeowners association
American Legion
Church or religious groups

Media

Newspaper publisher or editor
Manager, television or radio station
Outdoor Writers Association

The list of organizations interested in land and water use in a river basin may number 250 or more, from which fifty seminar participants will be chosen. The selection can be made in a number of ways.

Obtaining nominations

Nominations from the recruitment and the planning committees The planning committee can assume responsibility for nominating the participants. Each committee member suggests names of organizations and individuals to be considered, accompanying his suggestion with the fullest possible information on each, plus his reasons for the nomination. The recruitment committee seeks out supplementary information and then meets to select participants and alternates to recommend for the full committee's consideration. At its second meeting, the planning committee makes the final decisions. Invitations are then sent promptly to the individuals chosen.

Nominations from selected organizations In a variation of the first method, the planning committee—individually and collectively—investigates each organization on the list to learn whether it has leaders who would be promising participants. The planning committee then selects fifty organizations and asks each to nominate someone to attend the seminar. These nominees are then invited.

Nominations from many organizations Where the planning committee does not know the area's organizations or individual leaders well enough to make direct selections, many organizations can be asked to nominate participants from whom the planning committee can choose.

A letter, signed by the general chairman, asks each organization to nominate one of its leaders on an enclosed form. An attractive recruitment brochure and a tentative outline of the program explain the project, stimulate the organization's interest, and guide its selection of a nominee. Include a list of planning committee members with their affiliations. Remember the name and address of the recruitment chairman for returns.

Each of these pieces should have the approval of the general chairman. Mail them *at least four-and-a-half months* before the seminar. State the deadline for return on the form and in the letter or brochure and set it *at least two-and-a-half months* before the

seminar date and two weeks before the second planning committee meeting.

If, as nominations come in, some categories are underrepresented, the recruitment committee suggests nominees. The recruitment chairman compiles information received about those nominated and presents it to the planning committee, which selects the fifty names to whom invitations are sent.

The advantage to this procedure is that it alerts whole groups to the project and confers organizational backing on the persons selected. The disadvantage is that many nominees must be rejected simply because the number of participants is strictly limited. Geographic and occupational variety is sought. As time passes, reasons have little to do with a nominee's qualifications, misunderstanding and resentment may result.

Preparing the lists

Whatever the source of nominations, the recruitment chairman prepares a list of nominees for recruitment committee and full planning committee consideration. Nominees are grouped by states or localities, with a thumbnail sketch of each—occupation, background, interests, and organization or person nominating him. Thorough background information about nominees who are members of state, local, and regional boards and commissions is especially needed, so that the planning committee can decide whether an official's thinking will be so strongly determined by his private interests that he will not benefit from or add to the balance of the seminar. If possible, send the list to committee members before the second planning meeting.

Recruitment chairmen find it helpful to assemble information about each nominee on a separate card with space for home town, occupation, professional training, official and volunteer posts held, avocation, and affiliations. By sorting the cards as nominees are considered, a recruitment chairman can quickly check on geographic, occupational, or organizational balance of the group.

Choosing those to invite

In selecting the participants, the planning committee will take into account these factors:

Is the nominee a leader of the organization?

SNAKE RIVER BASIN-

Land and Water for Tomorrow



RECRUITMENT
BROCHURES

A Seminar for Citizens

June 3-4-5, 1971

Rodeway Inn, Boise, Idaho

A PROJECT OF LEAGUE OF WOMEN VOTERS EDUCATION FUND

Land and Water for Tomorrow in the Snake River Basin: Program Topics

The Snake River Basin in Perspective

An economic commodity? An ecological community? Both?
Natural resources — what's in the basin?
Human resources — who's in the basin?

Habitat of the Snake

How do we use and misuse our land - forest - range - rural - urban?
How does land use affect water quality?
How may the Public Land Law Review Commission Report affect the future of two-thirds of the basin's land?

Water of the Snake

How does water law govern life in the basin?
Who needs the water — municipalities — farmers — power companies — sportsmen — industries — individuals — wildlife — the land — the river?

Who Should Decide Our Basin's Future?

Who's in charge here — Corps of Engineers — Bureau of Reclamation — Sports Fisheries and Wildlife — Pacific Northwest River Basins Commission — Environmental Protection Agency? Where does the citizen fit in?

What Are the Costs and Who Pays?

What distinctive economics apply to land and water uses?

How Can We Keep the Snake Alive?

Can we set priorities for protecting our most vital resource — a healthy river which will meet all our needs?
Participants will determine from the seminar's information the land and water use problems pertinent to their geographic areas.

What Do Citizens Need to Know for Successful Action?

How to get the facts — how to work with governmental agencies and private organizations — how to get laws passed and enforced — how to develop public understanding of the alternatives of land and water use — how to stimulate citizen effort for wise use of the basin's resources.

What Can We Learn From Case Studies of Successful and Unsuccessful Citizen Action?

League of Women Voters Education Fund

NOMINATING FORM

For Participation In

The Seminar on Land and Water Use

ARKANSAS-WHITE-RIVER BASINS - Middle and Lower Sections
March 17, 18, 19, 1970
Fort Smith, Arkansas

The _____
(Name of Organization)

_____ (Address of Organization)

Proposes as a Participant -

Name _____ Phone _____

Address _____

Nominee's Background:

A. Present Occupation _____

B. Experience in community projects, government, other organizations
(professional or volunteer) _____

Will your nominee agree to -

1. Do preliminary reading for the seminar? (Materials will be furnished in
advance) _____

2. Attend all sessions of the seminar? _____

Participants will be expected to carry the information gained at the Seminar back
to their communities and to report on local activity to the planning committee
from time to time for inclusion in a newsletter to be sent to all participants.

Is your nominee able and willing to carry out this plan? _____

Is your organization able to offer him some assistance? _____

(Please continue on the other side.)

IN YOUR OPINION, WHAT ARE THE NOMINEE'S SPECIAL QUALIFICATIONS?
(Please answer fully.)

Is your nominee concerned with a particular land or water problem in your area?
If so, what is it?

Please return not later than January 15, 1970

To: Mrs. Paul V. Andeen,

3549 West 11th Street,

Wichita, Kansas 67203

After the planning committee has selected about 35 participants, considering answers to questions like those on the above nomination forms, it pauses to check whether the desired balance of interests is being achieved. (Right)

PTA - Youth - Fish - 4H - Petroleum
Recreation - Education - Lawyers - Real Estate

AAUW " "
Citizen River Group " "
University Extension " "
Chamber of Commerce " (Vol.) 2 or 3 Prof.
Bank " " Economic Dev " "
LWV " " " Commission " "
Farm Bureau " " Churchwomen " "
Architect & Landscape Planner " "
Politician " " "
Industry " " " "
Attorney " "
Conservationist (amateur) " "
Farmer - Rancher " "
Journalist " "
Federation of Women's Clubs " "
Water Prof. (Govt) " " "
Education - Adult (Sec) " "
Petroleum Engineer (Polit) " "
Timber " " " "
Real Estate " " " "
Youth " " " "
Poetry " "
Broadcaster " "
Hydrologist " "

Does he have good organizational connections or potential for effective follow-up?

Does he already have some interest?

Does his organization agree to cooperate?

If he is already an expert, should he be considered as a speaker or panel member instead?

Is he receptive to new information and different points of view?

About some nominees, there will be immediate agreement. When the list approaches 30 or so, pause to look at the overall picture. Is the list geographically balanced? Is it balanced for occupations and interests? Special attention may be required to obtain representation from certain areas or interests. Changes may be necessary to round out the coverage.

Don't expect 100 percent acceptance and do anticipate a few inevitable last-minute cancellations. Therefore, to have 50 participants, send invitations to 60 persons and authorize the recruitment chairman to select last-minute additions from a reserve list.

INVITING THE PARTICIPANTS

When the invitation list is firm, the recruitment chairman notifies those selected. Letters to them include:

- a Acceptance form, to be sure they understand their commitment to attendance for the full three days and to follow up activity. Participants sign this form and return it to the recruitment chairman.
- b Room reservation slip. Participants fill out this form and return it to the recruitment chairman, who turns it over to the arrangements chairman.
- c Mimeographed list of all selected participants, with their addresses and the names of organizations they represent. (This list facilitates car-pooling. It can be sent with the later preseminar mailing described on p. 33.)
- d A more detailed list of speakers or program, if ready and funds permit.

If nominations were requested from organizations, the recruitment chairman also notifies:

- 1 Individuals not selected, by a personal letter.
- 2 Each organization whose nominees were not selected, with a courteous explanation of the reasons.
- 3 Organizations whose nominee was selected.

CHECK LIST FOR RECRUITMENT CHAIRMAN

Coordinate with general chairman of planning committee on all mailings

Collect names and addresses of interested organizations, with name of current president or executive officer of organizations to be asked to nominate

Send recruitment letter or brochure, with nominating form (if this method selected), or

Collect names and addresses of individual nominees and coordinate research of recruitment committee (if this method selected)

Make list of nominees, with thumbnail sketch of background and affiliation

Help planning committee choose 50 participants

Invite those selected (and notify those not selected if third method used, as well as the organizations which nominated)

Enclose brochure, reservation and acceptance forms

Compile lists of participants with addresses and organizational affiliation, to mimeograph for kits

List for follow-up chairman those not selected

Work with general, publicity, arrangements chairmen, give lists to kits and follow-up chairmen

Help with registration at seminar

ADAPTING RECRUITMENT PROCEDURES TO NEEDS

All recruitment procedures can be altered in several ways. For example, to reach more widely into the community, nominations of members of the sponsoring organization are strictly limited, though its local chapters should be asked to nominate people from their towns. However, particularly well qualified members from the sponsoring organization may be accepted as nominees.

Geographic balance is desirable, but for some seminars it may be appropriate to weight representation toward a particular locale.

Each planning committee should adopt the recruitment method suitable for its members and its area, bearing in mind that the goal is to achieve leadership representation from diverse and conflicting interests.

LAND AND WATER SEMINAR

ACCELERATED GROWTH ACCELERATED EROSION
Sediment, Our Wasted Wealth

April 13, 1971

Dear xxxxxxxx:

We are pleased to invite you to a Land and Water Seminar at the Baltimore West Holiday Inn, starting at 9:00 A.M. Tuesday, May 25, and ending at 3:00 P.M. Thursday, May 27. The Seminar is financed under a grant from the Water Quality Office of the Environmental Protection Agency.

Enclosed is a general outline of the proposed program which will concern urban-suburban erosion and sedimentation problems and solutions.

A distinguished faculty has agreed to serve as stimulators of discussion, and you are one of fifty community leaders from Maryland, Virginia and the District of Columbia who have been selected to participate. The invitation list is deliberately small and carefully chosen to allow a free flow of ideas from individuals with a wide background of experience.

We are happy to add that our budget permits us to provide transportation and accommodation expenses. To facilitate the making of final arrangements, we ask that you reply to our invitation on the enclosed card by Tuesday, April 20.

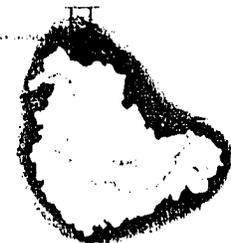
We look forward to your attendance at this Seminar on May 25. Your presence will help assure its success.

SAMPLE
LETTERS

Snake River Basin - today and tomorrow

Seminar on Land and Water Use

2825 Westmoreland Drive
Idaho Falls, Idaho 83401



You are invited to be one of 50 participants from Idaho, Oregon and Washington to attend an expense paid three-day seminar on land and water use in the Snake River Basin. The meeting will be held at the Rodeway Inn in Boise, Idaho, June 3-5, from mid-morning Thursday through mid-afternoon Saturday.

Key decisions for the Snake River Basin on present and future uses of land and water are constantly being made. As a community leader you will be more and more involved in making those decisions that will affect the lives of us all. This seminar, sponsored by the League of Women Voters Education Fund, provides an opportunity for you to obtain information from outstanding professional people in the fields of land and water management. You will meet leaders from a wide variety of activities and interests in the Snake River Basin and be able to exchange ideas with them. The enclosed brochure offers additional detail.

Travel, food and lodging costs are being provided from a modest grant to the League from the Water Quality Office of the Environmental Protection Agency, Washington, D.C. In order to involve this large a group of participants in the seminar, we are asking that those living in the same area arrange to travel together where possible. A list of all participants will be mailed to you later.

We hope this seminar will assist citizens of the Snake River Basin to understand more fully the correlation between the uses of land and water, uses that are often conflicting, and the quality of their water. An outstanding faculty will lead the seminar. The program schedule includes much time for questions and discussions between the faculty and the participants.

We believe, as a participant, you will want to take back to your community ideas for future use and protection of the Snake River. The Saturday session will be a highlight of the seminar as it focuses on ways citizens can be effective in area planning.

Please complete the attached forms and return them by Friday, April 30, to the address listed on the forms. We do hope you will be able to attend. The meeting should prove to be a valuable and exciting three days.

ARKANSAS-WHITE-RED RIVER BASIN — today and tomorrow
Seminar on Land and Water Use

1012 Elmwood Drive
Norman, Oklahoma 73069

Dear

We are pleased to inform you that your candidate has been selected to participate in the Seminar on Land and Water for Tomorrow, Arkansas-White-Red River Basin, to be held at the Downtown Holiday Inn, Fort Smith, Arkansas, March 17-18-19, 1970. His qualifications should contribute greatly to the success of this pilot project.

Your cooperation has been most helpful, and we know that your support and continuing interest will be of great assistance to us when he undertakes follow-up activities in your area.

We are in direct contact with
to whom we shall send all details of the Seminar.

We look forward to a continuing cooperation between our organizations.

Sincerely yours,

The wording of invitations sent to participants will vary with the selection process and with each seminar's purpose. (See opposite page) Letters sent to organizations that have made nominations will also need to be tailored to each group. (This page)



GULF OF MEXICO COASTAL WATERS SEMINAR

Sabine River to the Florida Keys

January 20, 1970

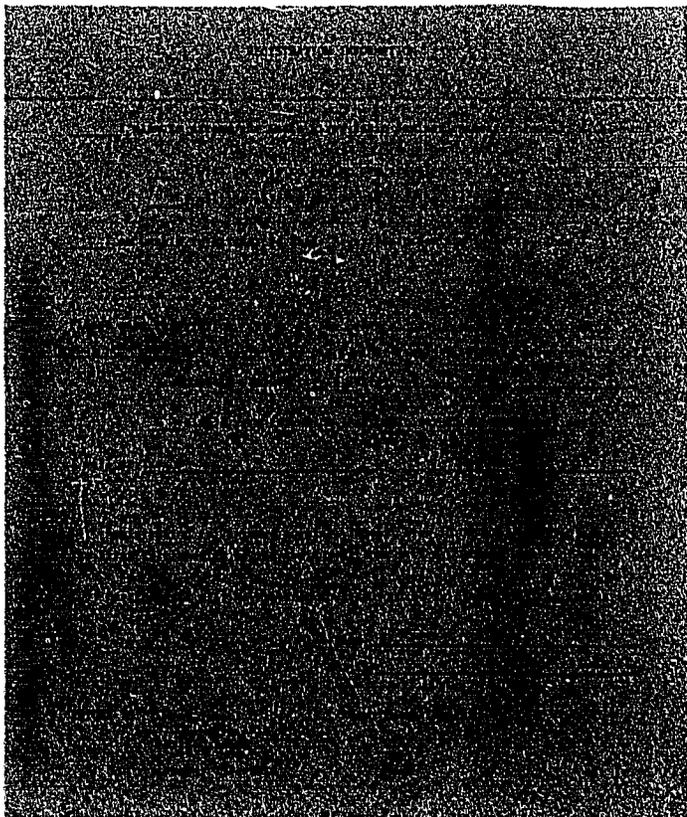
Dear Community Leader:

Thank you for your expression of interest in the Gulf of Mexico Coastal Waters Seminar to be held in Pensacola in March.

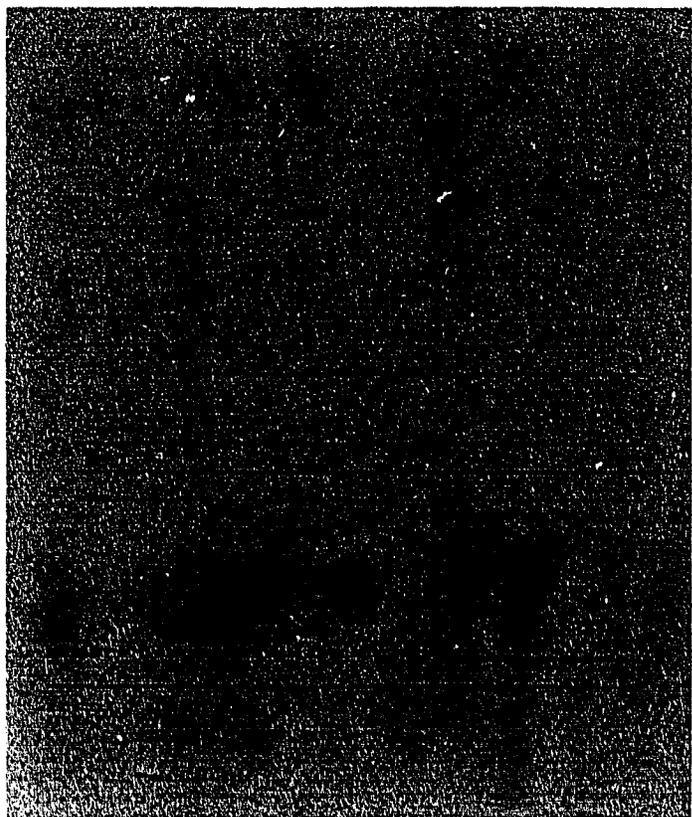
As we anticipated in our brochure, we have had many more nominees than we can accept. We are giving priority to several categories: those who represent organizations or interests not already represented in the Seminar and those who may not already have a background of experience in the problems of coastal water development and management. I am sure you understand that we are trying primarily to expand citizen comprehension of the problems rather than gather together a group of experts to talk to each other. It is the hope that real grass roots action will result.

Regretfully, we have to turn down your nomination. However, we hope we shall have your continuing interest. Following the Seminar, each participant will be planning a program or programs in his own community. We hope you will help in planning and carrying out these programs.

Sincerely yours,



Forms to be completed and returned, enclosed with the invitations to participants, are informal in tone yet convey firmly that those who attend accept the serious purpose of the seminar.



PROGRAM: WHAT, HOW, AND WHO

The Program Committee plans the seminar program and invites the speakers. Project goals and program topics discussed at the first meeting of the planning committee guide the program committee, which presents its plan for discussion and suggestions at the second planning committee meeting. Frequent revisions of the proposed program, formal letters to speakers, and communication with planning committee members responsible for printing, public relations, and arrangements are part of the program subcommittee's challenging work.

The committee has an immediate assignment: to draw up a general outline of program topics to be incorporated into the recruitment brochure or enclosed with the recruitment letter. An interesting outline which captures the essence of the seminar and suggests its content will enhance the appeal of the invitation. Obviously, at this stage it will be impossible to list speakers' names.

The PROGRAM CHAIRMAN should be a member of the sponsoring organization and must be knowledgeable about the subject of the seminar. For the LWVEF land and water seminars, for example, a present or past League of Women Voters state water resources chairman usually handles this assignment. The general chairman, the follow-up chairman, and several experts from the planning committee serve on the program committee, as do the public relations and kit chairmen, if geography and funds allow.

PROGRAM CONTENT

To make experts of the participants is not the goal of the seminar program. Rather, the seminar should be designed to leave the participants with a sense of the breadth of the problem; the complex interrelationships of its environmental, social, and economic factors; and the importance of public participation in decisions.

The challenge is to cover the highlights in three days in ways that awaken or enlarge a participant's interest, impel him to make effective use of the information provided by the program and the kits, put him in touch with other people of like interests, and

show him how and where to find further information and help.

PROGRAM FORMAT

Although no format will guarantee a successful program, certain conditions are necessary: able speakers, a clear structural relationship between the parts, variety and change of pace, ample audience participation.

A successful plan can be built around two major speakers, one philosophical and one informational. The first—the keynoter—will set the local or regional situation or the problem (if the seminar focuses on one problem) in broad perspective; the second will deal, from his expert knowledge, with one major facet of the seminar theme. For the rest of the program, vary the format. Use shorter talks, panels, films and slides, and small-group sessions.

After-dinner sessions are an accepted part of a seminar, but they should not be too heavy or run too late. Everyone is grateful to have his time used to full advantage, but enough is enough. A major talk by a noted speaker will be well received on the first evening. A short, lively talk, small group discussions, a film, or a series of inspiring and informative case histories might be a happy choice for the second evening. Or that evening could be used to bring together small groups of participants from the same locality to discuss its needs and how they can work together at home.

Because *participants should have a chance to participate*, provide plenty of time throughout the program for questions and discussion from the floor. List these periods on the printed program. Exchanges between panelists liven up a program. Encourage them!

In planning the program format, ample time must be allowed for coffee/cola breaks in both morning and afternoon sessions.

The program committee considers seating arrangements for meals. Plans could be made to seat participants according to area at one meal and to mix them at another. Packets of table assignments could be given out at registration time. Or the committee may prefer not to make any assignments except to see that speakers and committee distribute themselves widely. Topics for discussion can be placed at each table if you wish to emphasize the problem-solving orientation of the seminar, or one meal could be

reserved for discussion of their problems by area groups. However, mealtimes are really not satisfactory for sessions at which decisions are to be taken about goals or follow-up.

ELEMENTS OF A GOOD PROGRAM

In the Education Fund land and water seminars dealing with a basin or region, program content falls into three categories: information about water and the area, about governmental and legal institutional arrangements for water quality management, about techniques of effective citizen action. More specifically, these programs are usually built from the following elements:

Keynote address

The keynote speaker may come from the academic, political, or government fields, or he may be a scientist, regional planner, economist, or conservation official.

Water in the basin or region

1 *Water (river, lake, coastal waters, aquifer) as a natural phenomenon and as a resource:* how it serves man's needs, how it has been developed to date. Several experts are needed who can explain the water needs of various segments of the total community—agriculture, industry, municipal, recreation, power generation, transportation. Major existing projects for flood control, navigation, irrigation, ground water and land development in the region might be explained.

2 *Projects and programs currently in preparation or planned in the basin:* not only developments on the water body proper are appropriate, but large-scale residential, commercial, and industrial development, extractive industries, highways, recreation or conservation projects, power plants, livestock operations, even weather modification. All these directly affect the water resource and are appropriate to the program if projected for the given area.

3 *Water law:* constraints it imposes on the solutions to problems, especially in the western United States.

4 *Effects of economic development:* on the

water body, its tributaries, the land they drain, and on groundwater. Examples of industries that have successfully corrected their pollution problems or of development harmonious with environment are more effective than descriptions of harmful examples, though these should not be glossed over.

Institutional arrangements

1 *Relevant local, state, and federal programs:* water management missions of agencies operating in the region. Where authority over a water resource has been delegated to a large private company, a power or irrigation company or a port authority, for example, that arrangement should not be overlooked.

2 *Legal framework*

3 *Regional arrangements:* what they are and how they compare with others noteworthy for new or outstanding techniques.

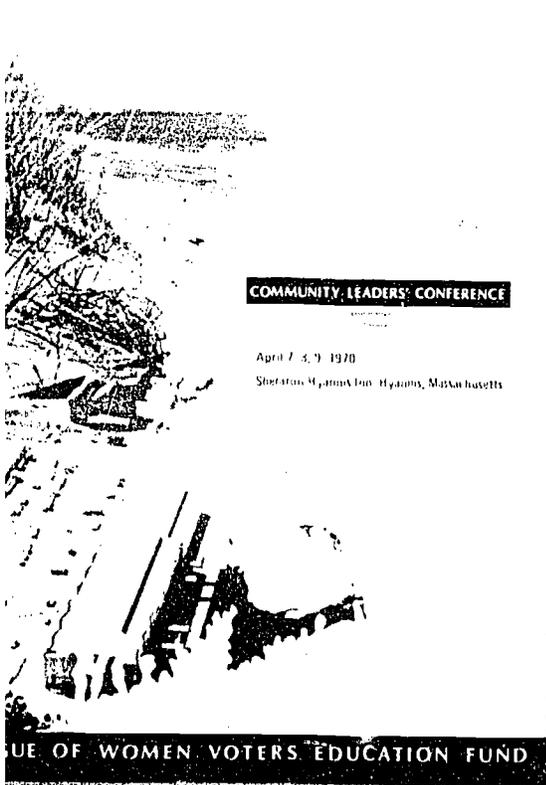
4 *Water quality:* whose problem? A regional representative from the federal water quality agency should be invited to describe his agency's operation, tools at its disposal, problems of financing, coordination, and enforcement, and danger spots. The current status of water quality standards will be important here as well as overlapping or conflicting authorities between agencies and between levels of government.

5 *Planning for the future:* work and composition of any large-scale unit whether a public body or not, whose assignment includes jurisdiction over water resources. How will these future developments affect the local people and their physical environment? What costs and benefits will these bring to all U.S. citizens?

Presentations in this section of the program should include answers to questions about public input into government policies and programs. Is there an opportunity for public and official weighing of social as well as traditional economic effects of alternative solutions to water problems? Will governmental decisions be responsive to the wishes of the majority of affected citizens? Are there gaps in jurisdiction or in execution of programs? Where and how can civic groups participate in decision-making? Is there a need to cut across jurisdictional lines?

Preparation for effective citizen action

1 *Case histories of citizen action:* successful or



COMMUNITY LEADERS' CONFERENCE

April 7-9, 1970
 Sheraton Hyannis Inn, Hyannis, Massachusetts

UE OF WOMEN VOTERS EDUCATION FUND

Speakers

LUDWIG ALEXANDER

*Prof. of Geography,
 University of Rhode Island*

Dr. Alexander's concern with things geographic and coastal is reflected in his 1967 publication, "Coastal Change in Rhode Island." In his academic career at Hunter College (NY) and presently at the University of Rhode Island. Since 1963 he has been geographic consultant to the U.S. Dept. of State, since 1965 Executive Director of the Law of the Sea Institute, and in 1966-1967 a Meridian Social Science Postdoctoral Fellow. He is secretary of the Commission to Study Land Use and Climate for the State of Rhode Island and its Rights to Offshore Coastal Waters, and is a member of the advisory panel for Sea Grant Projects. His degrees were earned at Middlebury College (Vt) and Clark University (MA) and PhD.

MARSHALL E. BURK

*Executive Director,
 Natural Resources Council of Maine*

Studies in forestry, wildlife management, and agriculture at the University of Maine prepared Mr. Burk for his BS degree. He has worked toward a master's in Education and has taught math and science in Maine's public schools. In the present capacity he reports on state and federal natural resources issues, does conservation research and publication work, and presides conservation programs throughout the state.

ORLANDO DELOGE

*Associate Prof. of Economics,
 University of Maine, Lewiston*

Prof. DeLoge has degrees from the University of Utah (BA Economics) and the University of Wisconsin (MS Economics, PhD). His teaching and research relate largely to land and water resource use and government's role therein. He assisted in preparation of Maine legislation on planning, air and water pollution, control and land use control. Prof. DeLoge has served on the Governor's Committee on Pollution Abatement, and is on the executive committee of the University of Maine Water Resources Council. Recently Gov. Curtis appointed him to the Maine Environmental Improvement Commission, the state's primary agency for pollution control and environmental enforcement.

ROBERT E. DUNNING

*Executive Director,
 Land Use Organization of New Hampshire*

Mr. Dunning holds degrees in Ecology (Belmont College) and Law (University of Wisconsin). Local and administrative commitments preceded his present post.

STEPHEN ELLIS

*Special Commissioner,
 Massachusetts Department of Natural Resources*

Mr. Ellis' department has important responsibilities in the fields of recreation, marine fisheries, estuarine research and preservation, water pollution and water resources. Prior to joining the department, he served as a consultant to the Metropolitan (Boston) Area Planning Council to prepare a study on the open space and land use laws of Massachusetts. A graduate of Harvard College and Harvard Law School, Mr. Ellis has been active in the development of the municipal conservation commission movement, and is vice president of the Conservation Law Foundation, Inc., a charitable corporation devoted to the development of environmental law.

Program

TUESDAY, APRIL 7, 1970

- 10:30 - 11:30 Registration and Coffee
- 11:30 - 11:45 Welcome Mrs. John Flynn
- 11:45 - 12:15 Goals of Seminar Mrs. John Flynn
- 12:15 - 12:30 Opening Address - THE NATURE OF THE COASTAL ENVIRONMENT Dr. Robert Alexander
- 1:30 - 1:45 Lunch
- 1:45 - 2:00 Panel - DEMANDS UPON THE COASTAL ZONE Moderator: Dr. Orlando DeLoge
- Panel I - Water Pollution Dr. Clarence Lanzetta
- Panel II - Air Pollution Mr. Elliot Priest
- Panel III - Community Development Mrs. Maria Louise Hancock
- Panel IV - Land Use Mr. Frank Gonyea
- 2:00 - 2:30 Panel - CONSERVATION AND RECREATION Mrs. John Flynn
- Panel V - Marine Resources Development Mr. Fisher M. Sargent
- Panel VI - Development and Urban Development Mr. Donald V. Carr
- 3:30 - 4:30 Social Hour - No Host
- 6:30 - 8:00 Dinner
- 8:30 - 10:00 Keynote Address - NATIONAL PRIORITIES FOR THE COASTAL ZONE Dr. Edwin A. Kravitz
- 10:00 - 10:30 Exhibitions

WEDNESDAY, APRIL 8, 1970

- 10:30 - 11:00 Panel - MANAGING THE RESOURCES OF THE COASTAL ZONE Moderator: Mr. R. Frank Gonyea
- Panel I - Land Use Dr. Edwin A. Kravitz
- Panel II - Air Pollution Mr. Elliot M. Alexander
- Panel III - National Development Mr. Edwin M. Kravitz
- Panel IV - Recreation Mr. William S. Schwartz
- Panel V - Sea Level Mr. Stephen Ellis
- Panel VI - Coastal Mr. Paul Patton
- Panel VII - Bays Mr. Fred Harrison

- 12:45 - 2:00 Lunch
- 2:00 - 3:45 Panel - "CITIZEN ACTIVISM IN THE COASTAL ZONE" Moderator: Mr. Horace A. Biddeth, Jr., N.H. Land Use Foundation
- Mr. Robert Dunning, Jr. Maine - Machiasport
- Dr. Gardner Means, R.I. - R.I. Audubon Society
- Mr. Alfred Hawkes, Mass. - Conservation Commission
- Dr. Andrew Schellies
- 3:45 - 5:30 Film Festival
- 5:30 - 6:30 Social Hour - No Host
- 6:30 - 8:00 Dinner
- 8:00 - 10:00 Problem Solving Groups Mrs. Samuel Hoar

THURSDAY, APRIL 9, 1970

- 9:30 - 10:30 Reports from Problem Solving Groups
- 10:30 - 11:30 Panel - "GETTING THE JOB DONE" Moderator: Mrs. Arthur Whittamore
- Panel I - Collecting the Facts
- Panel II - Organizing for Effective Action Mrs. Bernard Hood
- Panel III - Working with Officials Mr. Benjamin Saxon
- Panel IV - Increasing Public Understanding Mr. Keith Bark
- 12:00 - 1:30 Lunch by Tables
- 1:30 - 2:30 Follow-up Plans
- Panel I - Maine Mrs. Diana Childs
- Panel II - New Hampshire Mrs. John Dodge
- Panel III - Massachusetts Mrs. Leon Burton
- Panel IV - Rhode Island Mrs. Henry Howell
- 2:30 - 3:00 Summary and Closing Remarks Mr. Bernard Hood

unsuccessful-and-why examples of civic action told by persons who led or participated in the activity. Carefully chosen, these accounts are stimulating, they show vividly what people can accomplish and offer a welcome change of pace.

2 *Problem solving in small groups:* a common technique for stimulating each individual to think through a problem. Problem-solving groups give participants a chance to exchange ideas and to test their own. (See p. 25 for techniques of setting up and handling problem-solving groups.)

3 *Tools and techniques of citizen action:* tailored to fit the needs of each seminar's participants.

Follow-up

Plans for keeping in contact, getting and sharing information, assignment of initial goals and immediate responsibilities.

SELECTING SPEAKERS

To make the complexities and conflicts of a land and water situation clear to your audience, use seminar speakers of many viewpoints. Avoid filling the program with conservationists or overweighting it with industrialists and officials. Do use speakers from different sections of your area.

Try to choose speakers who are expert in their fields. Try, too, to choose speakers who value citizen effort and welcome new techniques and subjects for community and regional action. If you approach a federal agency or a corporation or business organization for a speaker, make clear your preference for a person who actually deals with the problems on which you want him to speak yet is knowledgeable in the whole field. A big name is not important; the man with the title may or may not have the information you are seeking. Nor is the public relations officer usually the kind of speaker you want.

Consider the budget before inviting speakers. Will bringing someone from a great distance use up too much of the money budgeted for speakers? Will the government agency pay the travel costs of its speakers? Federal departments, and some states and cities, can pay travel expenses when their people speak, but requests often exceed agency funds. Will the senator expect a large honorarium? A member of the U.S. Congress may be willing to speak without payment

in his own area. A congressman from elsewhere will expect a fee, the size increasing with his prominence.

Planning committee members will be able to suggest professors, businessmen, association people, etc., who will talk over seminar plans with the program chairman and recommend possible speakers. Some subjects can be covered by faculty members from area universities or officials of local, state, or regional agencies. Some parts of the program can be handled by planning committee members. Speakers can help with more than one topic; for example, in addition to giving his talk a speaker can serve on a panel, act as moderator, or be a resource person during the problem-solving sessions. Don't overlook good speakers from the sponsoring organization or other civic groups.

Try to check with someone who has heard the proposed speaker. Do his manner and his presentation hold the interest of his audience? Does he speak to his topic and make his ideas clear? Will he bring fresh ideas for the seminar or give an old speech? Don't depend on the fact that he wrote a good book on the subject.

When inviting a speaker, explain the purpose of the project, outline the program, and describe the size and make-up of the audience. Enclose a copy of the recruitment brochure. In the first letter tell what you wish the speaker to discuss or what point of view you wish him to represent and approximately how much time he will have on the program. State unambiguously whether or not your organization will pay his travel and seminar expenses. If prepared to offer an honorarium, state the amount you are prepared to pay or inquire what he will expect to receive. The LWVEF practice is to pay travel and living expenses for speakers whose agencies, companies, or organizations do not absorb the cost, but not to pay honoraria.

Urge each speaker to come for the entire three days, or, if he cannot do this, to stay as long as possible. Whether or not he fills more than one spot on the program, his continued presence will be valuable in informal discussions and in answering participants' questions. He may become keenly interested, decide to stay longer than he planned, and take part in subsequent activities!

In your correspondence after a speaker accepts, outline as specifically as possible what you wish him to deal with in his presentation and the exact time allotted for it. Send him a tentative program outline showing what others will cover before and after his

talk. If he is to be on a panel, let him know who else is on it and, in some detail, what you have asked each to cover. Tell panelists the name of the panel moderator. Ask each speaker whether he will need any special equipment such as a projector, and if so what kind (and tell the arrangements chairman). Ask him to send or bring 85 copies of his speech (this need not apply to the "citizen action" and follow-up speakers) plus any reference material he wishes to distribute.

Request his biography immediately and *keep after him or his secretary* until you get it. Request a photograph of the keynoter for newspaper use just before the seminar. Then send these to the public relations chairman and the person in charge of the printed program and supply a copy for the person who will be introducing him.

Before the seminar, speakers will need a hotel reservation slip, instructions for reaching the hotel, and any other advance information which is going to the participants. Take care that the arrangements chairman and program chairman do not each think the other is sending this material to the speakers. Both chairmen need to know how long each speaker expects to stay.

After the seminar, the program chairman or the general chairman writes a thank-you letter to each speaker.

PLANNING PROBLEM-SOLVING SESSIONS

If—as training for effective citizen action—the program is to include problem-solving group sessions, the program committee should draft the problems well in advance of the seminar. Problems should not be too fanciful or too complex but should resemble real situations that participants might face in their own communities. However, problems should not be identical with any well-known, controversial issue. Frame questions accompanying the problem to stimulate discussion about what facts people need to have, where and how to get the information, which government agencies and private interests are involved, and how to initiate a course of action.

Arrange for an experienced discussion leader and a resource person for each group of ten. Brief the discussion leaders in advance; ask each to be ready with an approach to guide participants. At the Education Fund seminars, League members from the

planning committee or present in other capacities serve as discussion leaders; speakers and expert committee members serve as resource people. Because group participants always ask for more information about the fictitious communities described in the problems, a speaker or committee member might be assigned to each group to make up hypothetical answers to such questions. The three leaders in each group, but no one else, need copies of the problems in advance.

Setting up the problems

Problem-solving sessions are an opportunity to be creative—in planning the sessions and in working on the problems. As a rule, each group is assigned a different problem, for which it tries to work out a suitable and effective citizen response.

One variation is to assign the same problem, with several alternative solutions briefly outlined, to all groups. Each group discusses the implications of the alternatives, fleshes out what citizens will need to do to implement each, and chooses one.

Another effective approach to problem-solving sessions is to assign participants to small groups according to place of residence. To make this structure work, have each group, early in the seminar select, through discussion, and list the major environmental problems in its area. Later on, nearer the end of the substantive part of the program, each group meets again to revise its list and to focus on issues most needing citizen attention. These preliminary sessions lead easily into discussion of "What to do when we get back home."

In a seminar concentrating on a single subject, each problem-solving group might work on a plan for problem analysis and a step-by-step strategy for problem solving, keeping in mind the goals of citizen organizations and the technological, financial, legal, administrative, and other constraints on them.

Reports from the groups

After problem-solving discussion is well under way, each group appoints one of the participants (not a speaker or committee member) to report orally to the entire seminar. Reporting, usually presented with humor and imagination, stimulates groups to earnest application and changes the pace.

TWO PROBLEM-SOLVING SAMPLES

At the New England Coastal Waters Seminar, each small group examined a *different* problem. This was one group's problem:

"To handle projected demands for inexpensive electricity in your area, your regional electric company plans to build a nuclear power plant. The proposed site is on your town's tidal marshland, and considerable acreage will be dredged, filled, or otherwise altered from its natural condition. Various groups disagree as to how much, if any, change and/or damage to the environment will result from the rise in water temperature of the estuary as a result of the power plant's use of salt water for cooling. A number of schemes have been advanced for turning the heat to constructive use. Fishing interests, conservationists, ecologists, power people all cite different sets of facts in support of their views."

These were the accompanying questions: How could citizens get and evaluate facts, including information on possible accidents, disposal of nuclear wastes, etc? What are the alternatives for more and cheaper power? Are economic or biologic results of existing plants known? What local benefits or drawbacks might the nuclear plant bring? Who will make the final decisions? How could citizens influence decisions?

At the seminar on urban sediment and erosion, all the small groups examined the *same* problem, on the basis of these alternatives:

- 1 Do nothing
- 2 Local erosion control ordinances
- 3 State law with local implementation
- 4 Strong state law affecting all jurisdictions equally
- 5 National law requiring states to set federally approved standards.

Each alternative was on a separate page. Advantages and disadvantages for each were listed, with generous space for notes and comments.

Four minutes per group is ample time for each report, perhaps with a short period for comment by the whole seminar and the moderator on the groups' decisions.

Remember these details

Where groups work on different problems, each group receives copies of only the one problem it is to analyze. Number and mimeograph each problem separately. Leave about fifteen copies of each problem unassembled for distribution to the group assigned to it. Just before the reporting session distribute assembled sets to everyone so reporters need not waste time reading each problem aloud.

Each participant's group assignment should be included in his kit or marked on his name tag. Unless group discussions are intended to bring people from the same area together, the program and the recruitment chairman try to put stimulating combinations of unlike interests in each group.

Holding small-group sessions early in the program helps participants get acquainted and start thinking about solutions to their environmental problems. On the other hand, problem-solving sessions scheduled on the second afternoon or evening make a welcome change from concentrated listening.

PLANNING THE CITIZEN ACTION SESSION

As citizen action is so closely related to follow-up, the program chairman may wish to ask the follow-up chairman to help plan this portion of the program. This last session is extremely important because it offers guidance on what each participant is expected to do on returning home. However, it competes with fatigue and with the rush of departure. Plan it, therefore, to be dynamic, and let it be known throughout the three days that this final session is *all-important*. An enthusiastic moderator who can send participants home full of ideas and determination is, of course, one key to success.

Consider the participants' experience

If the participants' experience in citizen action is modest, include talks and the opportunity for questions on basic topics such as how to get the facts,

reach the public, build a committee, work with public officials, use media, develop effective spokesmen.

If most participants are experienced in citizen action, gear this part of the program to their more advanced needs. How to create and work with a coalition of organizations or how to get official recognition or quasi-official status for a state or local citizen environmental advisory board will interest some groups. How to lobby effectively will be useful to many. Tips on how to prepare persuasive testimony and arrange for appearances at hearings could be helpful. Ways and types of situations in which citizens may use the courts, as individuals or in class action suits, might be offered. Discuss how civic groups can communicate and coordinate simply, without violating each group's independence and mode of operation.

"How-to" sessions can be presented to an entire seminar or can run concurrently, each participant electing to attend the one most useful to him. Or a brief outline of all "how-tos" can be presented, followed by work sessions.

Some suggestions from past seminars

Land and water seminars have used these devices, among others, in the citizen action session and found they worked well:

A lawyer knowledgeable in environmental matters, spotlighting those provisions in applicable laws that citizens can use to accomplish their ends.

What other states or other groups of citizens in the general region are doing, or what other seminar groups have done, followed by discussion of how to arouse and focus the public's concern.

Discussion sessions with the group divided by areas or jurisdictions, with each section reviewing where its area stands now, the gaps or weaknesses, what needs to be done, and where the pressure points are. One way to structure this kind of area session is to ask a panel made up of a legislator, an official, a specialist, and an experienced citizen leader, with a moderator, to lead discussions for each jurisdiction.

Analyzing weaknesses and examining strengths in past programs of groups represented at the seminar so that future effectiveness could be increased.

The stage is then set for reporting the immediate follow-up plans of each area group.

CHECK LIST FOR PROGRAM CHAIRMAN

- Coordinate with general chairman of planning committee
- Call first program committee meeting early
- Draft outline of topics to be discussed at seminar, to be part of recruitment mailing
- Develop a balanced program in detail
- Present outline, and, later, proposed program in detail, to planning committee for comments and suggestions
- Send invitations to speakers as early as possible, obtaining biographies and information on equipment required by each
- Plan small group sessions and draft "problems"
- Give special attention to sessions on citizen action and follow-up activity
- Detail for each speaker his allotted subject, time, and place in program framework
- Supply on time all details for printed program
- Be sure publicity chairman is fully informed on all details regarding program and speakers
- At seminar, keep close contact with speakers, help moderators arrange briefings for their panels, and handle any program adjustments

FOLLOW-UP: THE MULTIPLIER

If the primary aim of the seminar is to carry forward, follow-up must be emphasized from the beginning. In the planning committee, the subcommittees, and the seminar sessions. Throughout the seminar the follow-up activity should be suggested. What the need for citizen activity is mentioned. Information on upcoming hearings, on reports and surveys soon to be released or currently under consideration should include how citizens can use them. Reference to what other states and other cities are doing should carry the connotation of follow-up possibilities. Planning committee meetings must be especially attuned to making this connection during discussion periods and informal conversations. The general chairman, the program chairman, and the follow-up chairman work together to keep follow-up constantly before the planning committee.

The seminar budget should contain a definite sum for follow-up activities. An absolute minimum is money enough for preparation, reproduction, and postage for two mailings. If a substantial amount of follow-up money is available, the planning committee should make provision for deciding how it is to be spent.

The FOLLOW-UP CHAIRMAN should be—or become—well informed on the seminar's subject and on pending issues, be well acquainted with governmental processes, and understand effective action techniques.

As a member of the program committee, the follow-up chairman will become familiar with issues suggested for seminar examination and will help plan the seminar sessions on citizen action and follow-up (See p. 26).

The follow-up chairman's work begins early—at the first meeting of the full committee. As the program shapes up and opportunities for productive citizen action are seen, the follow-up committee considers ways to stimulate and help all participants to work effectively after the seminar.

The follow-up chairman has numerous avenues for working with community leaders. Generally, the impetus for their activities comes from the participants themselves, in the fields where they themselves see a need. The follow-up chairman keeps in touch with participants and encourages—and occasionally

prods—them to carry out their pledge on follow-up.

The chairman cannot, of course, be drawn into every undertaking of the participants but is primarily a coordinator and source of information. However, a creative and imaginative chairman and committee see many potentialities for effective action and through timely suggestions and encouragement the new projects get a good start. Follow-up chairmen, for example, have been catalysts in formation of environmental planning committees and action councils or committees.

PREPARATIONS FOR FOLLOW-UP

For effective follow-up, the chairman works with a committee of two or three others at least. If a seminar includes several states, a follow-up chairman and committee for each is essential. The follow-up chairman can enlarge the committee after the seminar by adding interested seminar faculty, participants, or members of the sponsoring organization.

Before arriving at the seminar, the follow-up chairman tries to become acquainted with the name, city, and background of each participant, having obtained a complete list from the recruitment chairman as early as possible. Participants meet the follow-up chairman when, near the start of the seminar, the general chairman introduces the subject of follow-up and its chairman from the platform.

During the seminar the follow-up chairman will want to talk with everyone present, making friends and building lines of communication, learning as much as possible about participants' interests, capabilities, and community needs. During these three days the state or city follow-up chairman and other members of the follow-up committee meet to flesh out follow-up plans. They set an early date for a post-seminar evaluation session, to be attended by all with responsibilities for follow-up. At this session, while impressions are fresh, the follow-up committee can consider the aims and interests expressed by seminar participants, decide what is to be done, and who is to do it.

Where follow-up funds are available, the follow-up committee evaluates proposals for use of such funds. Usually participants and their organizations willingly support incidental expenses of follow-up work, and seminars that open significant new vistas often generate financial support for more substantial follow-up activities. At first, though, the chair-

man plans to operate within the sum originally reserved for follow-up in the overall seminar budget.

RECORDING THE SEMINAR

The follow-up chairman and her committee will find a record of the talks *and* of discussion periods valuable. In deciding whether to *publish* a summary or report on the seminar, the planning committee considers:

- its cost compared to the benefits derived from publication
- who will use it
- who will prepare it.

If a summary is to be published, who is to be in charge and who will take the notes should be decided early.

The most satisfactory system is to utilize both notes and tape recordings. Notes supplement available copies of speeches, are easier to work with (a tape has to be listened to and transcribed) and will be reliable if taken by two persons for each session.

Tapes, *well-indexed* as they are being made so that the desired part can be located easily, are a precaution for review of the discussion periods and are useful to fill in gaps in the notes.

CHECK LIST FOR FOLLOW-UP CHAIRMAN

- Attend planning and program committee meetings
- Help plan program session on follow-up
- Become familiar with participants' backgrounds
- Consider desirability of and best format for a summary of the seminar
- At seminar, get to know participants
- Meet with follow-up committee during seminar to assess potentials, make any adjustments in schedule for follow-up session
- Hold post-seminar evaluation session at earliest possible time to firm up initial plans
- After seminar, prepare and send follow-up questionnaires, mailings; help with newsletter
- After seminar, be available for suggestions
- If funds available, evaluate with follow-up committee proposals for their use

ARRANGEMENTS: WHERE AND WHAT?

CHOOSING THE CITY

In choosing the city for the meeting, the planning committee should give high priority to accessibility to both speakers and participants. This is very important, for it will affect the budget. Will most attendees be driving? Will the majority fly? Come by car or train? If distances are long, avoid a locale served only by infrequent connections.

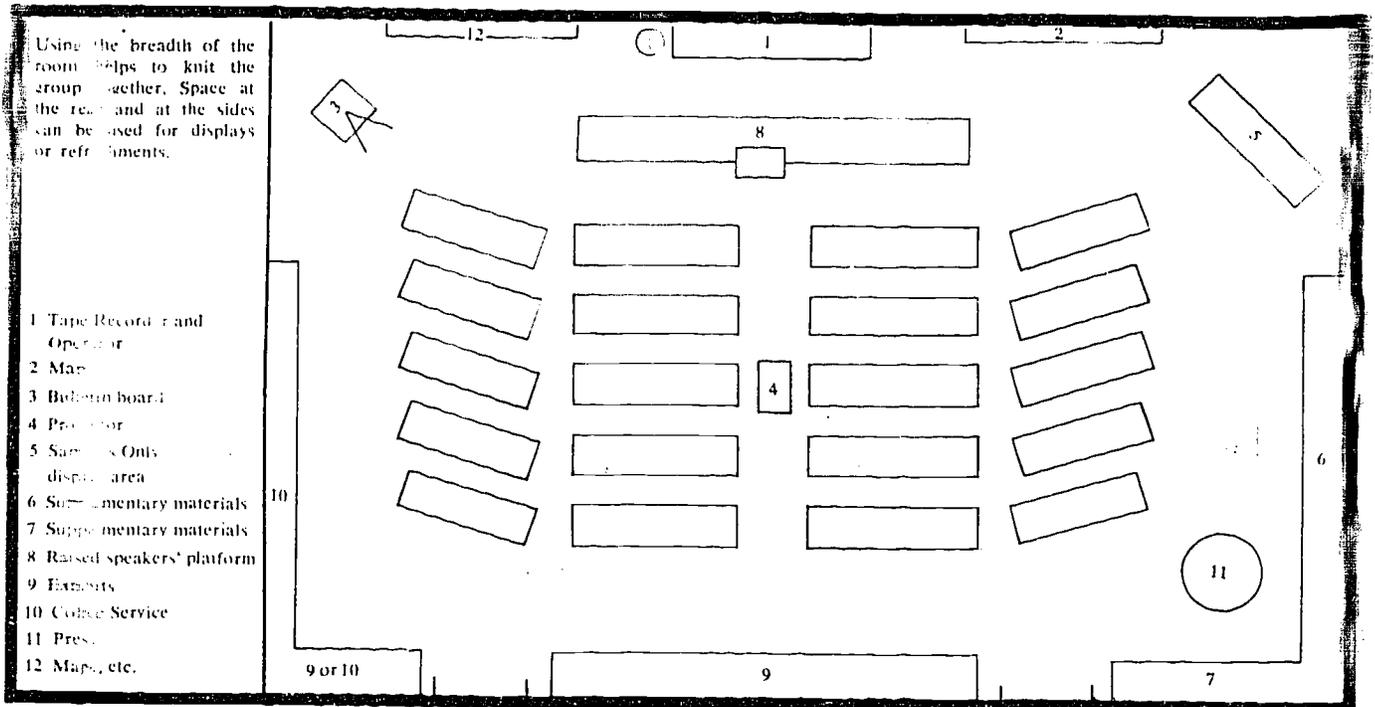
CHOOSING THE MEETING PLACE

The ARRANGEMENTS CHAIRMAN should contact several motels to compare rates and facilities, keeping the convenience of travelers in mind. If most will be flying, an airport motel which is also easily accessible to participants who are driving may be the most convenient. Local participants should be discouraged from going home overnight, for this brings the feeling of group solidarity and causes them to miss the benefits of continuous discussion and the opportunity to establish new connections. If most attendees will be driving, an inn well away from city distractions may best serve the group's needs. Recommendations should be sought from the committee for motels and inns whose price will lie within the project budget.

If a local university has formal conference facilities, investigate them. They are usually reasonable in cost. However, a dormitory offered during a school vacation may not provide the comfort or proper atmosphere for a good conference. Poor hotel facilities may save money but they will dampen the whole project. About 85 people (participants, speakers, and planning committee) will be giving their time for two nights and three days. They should be comfortable.

Before you select a motel

- 1. Check the meeting room being offered. Is it big enough for about 90 people (there will be speaker, press, and a few visitors to provide for), with



at least 50 participants sitting at tables, facing the speakers' platform? Participants, of course, have priority in all arrangements, and chairs for speakers, committee members, and any visitors can be furnished at the rear or sides of the room.

Is the meeting room pleasantly designed and decorated? Do pillars block the view? Are acoustics good?

A slightly raised platform along one wall large enough to hold a panel of speakers is a *must*. Is there room for it? Can the motel supply one? Is there room near the door for a press table? Is there room for tables where pamphlets and copies of speeches may be put out? Will the displays be secure overnight?

Check the ventilation or the air conditioning. An interior room dependent on air conditioning can be very stuffy between seasons; a room without a thermostat, regulated only by an on-off switch, is very likely to alternate between being very cold and very hot. Two or three days before the conference, the arrangements chairman should personally make sure the ventilation system is in good, and quiet, working order. On the day of the meeting it will be too late.

2 Check the dining arrangements. A separate dining room, away from other motel guests, is needed, preferably not too far from the meeting room

and equipped with round tables for no more than six or eight if possible. Long banquet tables stifle good conversation. If the dining room is adjacent to the meeting room, is the partition between the two thick enough so that the noise of clearing and setting up tables will not interfere with the meeting? Can this dining room be available for small problem-solving groups in the afternoon or evening?

3 Check the menu possibilities and prices. With the exception of breakfast, all menus should be selected by the arrangements chairman ahead of time. Within the project budget, what does the motel suggest for lunch and dinner?

4 Check facilities for no-host social hours, away from other motel guests. Social hours, reserved for the group, are an essential part of the seminar. They foster group feeling and draw the more retiring participants into discussions. Are there problems connected with serving or charging for liquor at the meeting site? Can special arrangements be made?

5 Check sleeping accommodations. Are bedrooms clean and adequate? Will heating and cooling arrangements be satisfactory? You will need twin-bed double rooms, which are less expensive per person, and a block of singles for participants who wish to pay extra for privacy, as well as for faculty and special guests.

Final choice of motel is left to the arrangements chairman in consultation with the general chairman of the planning committee. This decision should be made as soon as possible. *Specific details should be confirmed by the management in writing.* Then the arrangements chairman should obtain all the facts necessary to prepare mimeographed room reservation forms and travel directions to the motel.

The arrangements chairman, with the finance officer, works out the procedure for handling the hotel bills for the seminar (see section on "Money Matters"). The kit given to each seminar attendee contains a sheet explaining the procedure clearly.

OTHER ARRANGEMENTS RESPONSIBILITIES

Arrangements also include registration table, name tags, coffee, tea and coke breaks, microphones, speakers' table, lectern, bulletin board, projectors, screen, ash trays, drinking water, display tables, blackboard if desired, and a typewriter for the press plus one for the committee. Panel mikes are desirable for panel discussions. Do various speakers want different kinds of projection equipment? Are they providing their own projectors and operators? If the meetings are to be taped, provide a tape recorder, tapes, and a competent operator. Some hotels offer mimeograph services, handy for last minute lists, for room numbers of committee members, or for program amendments, for example. If not in the hotel, is reproduction service available nearby?

Insist on verification from the hotel, two or three days before the meeting, that *all equipment* to be supplied by them is actually in working order.

Name tags can be prepared as soon as registration forms are returned. Tags can be keyed by color or ribbon for faculty, committee, or participants. States also may be differentiated if the area covered is large. A "convention typewriter," which has extra-large letters is particularly good for name tags. If not available ask someone with large, clear printing to make them by hand with a felt pen. *Name tags are useless unless easy to read.*

Name tags should give the home town and state as well as the name, as area notation helps a participant locate those with whom he will want to work on local follow-up. But it is usually a good idea *not* to include on the tags the name of the organization represented. Informal exchange is easier and freer

when unaffected by preconceived ideas.

A chart showing who will be present for each meal and for each night, costs included, will be invaluable to the arrangements chairman. Participants will, with almost no exceptions, be present the full time, but speakers come and go and so do a few local committee members.

Other useful worksheets can be drawn up and posted for easy reference to show who will be at the door, who is to be on the platform when, who will introduce each speaker, who will lead and who will be resource person for each discussion group. Such work sheets will help all committee members know exactly where they are to be during the seminar.

At the seminar itself, the arrangements chairman keeps the restaurant management advised of last-minute changes in numbers to be served at each meal and checks bills for group meals and coffee breaks. The chairman is available for questions about expenses or room assignments and checks all room bills before forwarding them for payment.

The main function of the arrangements chairman, though, is to see that everything runs smoothly and to settle any difficulties unobtrusively.

CHECK LIST FOR ARRANGEMENTS CHAIRMAN

- Work closely with general planning chairman
- Select motel or hotel early. Get firm commitment in writing regarding prices, accommodations, facilities, and services
- Draft room reservation form, and travel directions if desirable, to be mailed to participants
- Work with program chairman or special equipment for speakers
- Arrange for microphones, raised platform, tables, and so forth
- Choose menus
- Arrange for name tags
- With general chairman prepare clear written instructions regarding payment of hotel bills for management, cashier, committee and participants (see "Money Matters")
- Check working order of equipment before seminar
- Handle all details at seminar (see "At the Seminar")

KITS AND OTHER MATERIALS

Having enough publications at the seminar need cause no worry. Rather, the problem is to select the few best and most useful items from the wealth of pamphlets and flyers available, avoiding the temptation to put into the seminar kit an item on each subject of interest to the seminar group.

The astute KITS CHAIRMAN will hold down the size of the kits by persuading the planning committee to include only the choicest materials that relate directly to the theme of the conference and supplement information given in the seminar sessions. Participants have little time for reading during the seminar. Therefore, kit materials should be chosen mainly with an eye to follow-up activity after participants return home.

Kits also contain seminar information:

- the program
- biographies of speakers—unless in program lists—name, address, telephone number—of participants and planning committee, and sometimes of nominees who could not be invited but may be drawn into follow-up
- financial instructions
- travel reimbursement forms
- check-out information
- information about the hotel
- evaluation questionnaire.

It is the kits chairman's job to write for samples and for price and quantity information and to place the orders. Planning committee members help by lending sample copies of items they suggest for kit materials and arranging for quantity copies of items at no cost or at a discount. Many organizations are willing to give sufficient copies of their publications for seminar use.

The kits chairman writes national organizations, such as the League of Women Voters, key industries, and conservation organizations, explaining the nature of the project and requesting samples of publications suitable for kits. Professors, local industrialists, and associations are asked for suggestions. State and federal agencies can furnish publications. Regional offices of the Environmental Protection Agency, the Departments of Agriculture, Interior, Hous-

ing and Urban Development, and the Corps of Engineers have materials relating to land and water use.

Participants are no more likely than other people to read long and entirely technical pamphlets, but they will be eager for actual, accurate material, well presented by reliable sources. Include at least one light piece.

As soon as the planning committee approves the selection, the kits chairman starts to collect needed quantities of the items, for it is almost inevitable that one will be out of print, another won't be free after all, and that some misadventure will befall a third. A large volume of material must be stored, so decide early on the address for delivery.

Assemble kits at least the day before the seminar, one for every person present, including faculty, committee, special guests, and press. If kits are not identical—if, for example, people are to receive only their own state's water quality standards and regulations—label each kit with the individual's name and present it to him when he registers.

SUPPLEMENTARY MATERIALS

Some attendees will bring publications for distribution at the seminar. Place these along with supplementary materials obtained by the kits chairman on display tables where those who wish may take them. They will! A separate table can be reserved for copies of speeches if there is not room at the press table. If some items are being lent and are for examination only, put them in a special area, conspicuously marked.

DISPLAYS

Displays are also the responsibility of the kits chairman. Some are solicited, and others are offered. Displays add to the attractiveness of the setting, but because of space limitations, the chairman needs to place some restriction on the size or number that can be accepted.

Do put a large, clearly marked map at the front of the principal meeting room. If one can't be borrowed, make a huge rough outline map on newspaper, with lettering that can be read from the back of the room.

USEFUL KIT MATERIALS

General article placing water quality and other resource problems in a broad perspective

Basic federal laws

Federal Water Pollution Control Act (with most recent amendments)

National Environmental Policy Act (Public Law 91-190)

Refuse Act (section 13 of the River and Harbor Act of 1899)

Wild and Scenic Rivers Act (Public Law 90-542)

Chart plus explanation of the hydrologic cycle

U.S. Geological Survey primers on water

Environmental Protection Agency leaflets and publications

Information on regional water resources, quality problems, management arrangements, governmental programs

Surveys, studies, plans for the area; a map

Material on each state involved; a model state law

Publications of environmental, industrial and technical organizations, including information on resource recycling, land use, energy

Material on an important topic omitted from the program because of time

Studies or articles on categorical problems pertinent to the area, for example, oil pollution, toxic substances, erosion and sediment, floods and droughts, offshore minerals, vegetation, mining

Aids to citizen action, including lists:

of recommended films

of local, regional, state and federal agencies with responsibilities or interest in water management

of citizen groups active locally or nationally in environmental affairs

Glossary of water resource terms

Bibliography

ADVANCE HOMEWORK

A mild assignment of advance homework stimulates participants to think about the coming seminar. It also provides background and vocabulary which they would otherwise not share.

Therefore, the kits chairman mails one or two, but no more than three, fairly simple items to arrive about a week before the seminar.

Among the publications suitable for this purpose are the following titles published by the League of Women Voters of the United States:

Population + Production + Pollution

Who Pays for a Clean Stream?

Where Rivers Meet the Sea

So You'd Like to Do Something About Water Pollution.

CHECK LIST FOR KITS CHAIRMAN

Select pamphlets and reports for inclusion in kits

Order 85-100 copies of each

Send advance homework if desired

Compile bibliography or list of films, if desired

Purchase kit covers if desirable, label individually for every participant, faculty member and planning committee member

Obtain seminar materials (e.g., biographies, instructions) for inclusion in kits from subcommittee chairmen

Have kits stuffed and ready day before the seminar

See that kits are delivered to hotel

Arrange display tables, exhibits, and map

Arrange tables with other literature for examination or taking by participants

At seminar, handle distribution of speeches and any supplementary material

PUBLICITY

News about the seminar can stimulate public interest in land and water decisions, emphasize the citizen's role, and identify the problems of a region. The seminar gives representatives of the press an opportunity to get acquainted with community, industrial, and professional leaders active in environmental affairs and to discover new information, outlooks, or leads for future articles on water quality and land use.

At the first meeting of the whole planning committee, the **PUBLICITY CHAIRMAN** starts to compile a list of newspapers and radio and TV stations to receive news releases before and during the seminar. Ask planning committee members for names and addresses of media in their areas and names of the best person to reach—editor, news editor, environmental reporter. Don't overlook area magazines and weekly newspapers, college papers and stations, public broadcasting stations, talk programs, and—if the region is large—media from urban centers not represented on the planning committee.

The publicity chairman works with the general chairman and the recruitment and program chairmen. As the seminars are not open to the general public, advance publicity that makes people want to attend is undesirable. Concentrate on news releases about participants and on media coverage of the seminar sessions.

DURING THE PLANNING PERIOD

After the first planning committee meeting, the publicity chairman sends a release to the home newspapers of each planning committee member, announcing that he or she is serving, explaining the purpose, scope, and sponsorship of the seminar, and giving the title, approximate dates, and place of the meeting.

When participants have accepted, prepare a similar release on each participant and send it to his local papers. To help the publicity chairman, ask participants to list on their acceptance forms the names, addresses, and environmental reporter or editor of the newspapers (including weeklies) in their areas.

Later, when the program is virtually complete, the publicity chairman goes in person to newspapers and to television and radio stations, talks with the environmental reporter or news editor (or the editor on smaller papers), asks to have reporters assigned to cover the entire seminar, or—if that is impossible—specifically recommends two or three particularly newsworthy highlights.

Possibilities for interesting the radio or television stations in some facet of the seminar program are numerous. Educational broadcasting stations may be interested in taping the program. Both they and the commercial stations can record interviews or provocative discussions set up between two or more of those attending.

A brief news story, which can be dated for release, naming two or three of the principal speakers, their topics, and something of interest about the participants is left with the paper or broadcasting station and sent to those that cannot be visited personally.

In urban centers these contacts should be made a week to ten days before the seminar. A much earlier approach is better for dailies and weeklies in smaller towns. For a regularly scheduled television show (not news) that might be interested in covering the seminar or interviewing one of the participants, start advance work almost six weeks before the seminar.

Make a reminder telephone call to all media a day or two before the seminar.

It's worth the effort to ask major speakers for advance texts and to prepare releases on the most newsworthy for distribution during the seminar. For an advance story on the day the seminar opens, furnish papers in the seminar city with a release focusing on a major speaker, probably the keynote, with biographical data and a photograph.

DEALING WITH THE PRESS

Broadcasting and press people work on deadlines. They appreciate being notified in advance of a function, but find out the person's schedule and never interrupt him when his deadline is nearing. Organize your information and present it concisely, highlight interesting features and names.

Since it is expensive to assign a reporter to one meeting for three days, a news editor will need some persuasion to give maximum coverage to the seminar. If a new study is to be unveiled, fresh facts presented, or new proposals for regional cooperation made, point these out.

Bear in mind that 10:00 a.m. to 3:00 p.m. are the best working hours for reporters. Find out the deadlines for morning and evening papers and TV programs. Remember that unless something is extremely interesting, the time it takes place will strongly affect whether it is covered and the story published.

If a paper sends a reporter to cover the full seminar, it will expect to pay his expenses, but it is customary to invite reporters who do not stay overnight to be seminar guests at group meals, and the publicity chairman extends this invitation.

AT THE SEMINAR

The publicity chairman greets reporters, sees that each has a kit, helps them meet people and get their material.

Reserve a suitable table for the press in the seminar meeting room. The publicity chairman or one of his committee should be at the press table at all times, ready and able to answer reporters' questions.

Although these seminars are not large enough to require a regular press room, provide a typewriter and have in mind some place for the reporters to use a phone. Provide copies of a general release or a fact sheet about the seminar for reporters to take. Give them copies of a speech as the speaker begins.

If a speaker is a national figure, the local press, radio, or television will probably wish to interview him. Throughout the seminar the publicity chairman and her committee members watch for leads for local-interest stories arising from presentations and discussions and alert the media to interesting local personalities. The publicity chairman encourages and arranges interviews and provides a suitable place for them.

If possible, prepare a final conference wrap-up on the spot, for immediate distribution to media unable to attend. Give copies of this overall wrap-up to participants and committee members to use with their local media as the first step in follow-up when they return home.

TWO SAMPLES FOR NEWSPAPERS

TO ANNOUNCE PLANNING COMMITTEE

(Name), of (residence), has been appointed to the planning Committee for "Sediment, Our Wasted Wealth," a seminar on land and water use problems to be held May 25-27. (Name), (organization, title), joins other professional and lay experts and leaders of the League of Women Voters in the region in the organization of the three-day seminar.

The meeting will focus on soil erosion and silting caused by urbanization. Building constriction and roadbuilding are major problems in all rapidly developing areas and are especially severe in Maryland, Virginia and the District of Columbia.

Noting that sediment is by volume the principal water pollutant, Mrs. (general chairman) said, "Uncontrolled development and urbanization is pouring over a million tons of sediment into the Potomac River per year. Sediment has destroyed half the oyster grounds in the Upper Chesapeake Bay."

The seminar will be the 16th in a series which began six years ago under a grant to the League of Women Voters Education Fund from the Office of Water Programs in the Environmental Protection Agency. The others have dealt with major river, lake or coastal basins of the country. Their purpose is to stimulate citizens to take an effective part in land and water resource decisions.

TO STIMULATE COVERAGE OF THE SEMINAR

(Name, title, and residence) will keynote the Snake River Basin Seminar to be held June 3-5 in Boise. (name of chairman) announced.

During the three-day event some 90 community leaders, speakers, and planning committee members will interact in an effort to bridge the gap of understanding between citizens and the land and water use experts.

(Program chairman) called faculty outstanding and explained that views presented in panels and discussions will conflict . . .

"Meeting in small groups participants will define basin-wide land and water use problems, then set priorities for action in their own areas."

A Tuesday panel on (subject) will feature . . . Thursday participants will question how the Snake can be kept a healthy river through citizen action and use of the 1969 National Environmental Protection Act. Topics include legislation, testifying, enforcement, and citizen input.

Faculty members from the Boise area are (names). Out-of-Idaho faculty includes (names).

CHECK LIST FOR PUBLICITY CHAIRMAN

Send press releases:

to their local papers announcing appointment of committee members

to participants' local newspapers

Arrange any preseminar publicity advisable

Help program chairman compile biographical briefs on speakers for printed program

Notify area media of dates, speakers, program content, purpose of project; urge coverage

Prepare fact sheet for reporters covering conference

Prepare release(s) based on advance text(s) of major speaker(s), if desirable

At seminar:

Greet reporters; see that they have kits, texts of speeches before delivery

Help them get facts and interviews; provide typewriter and space

Advise arrangements chairman about reporters' meals

If newsworthy developments occur, write and dispatch release

Prepare wrap-up release on entire seminar, if feasible

PRINTING AND MIMEOGRAPHING

The general chairman of the planning committee needs to be in close touch with printing and mimeographing, so arrangements should suit her convenience. These services should be budgeted for, though nonprofit organizations are sometimes fortunate recipients of contributed art services or of discount or at-cost work from commercial printers.

For reproducing materials to be sent to the committee, photocopying may be easiest. Most cities, and many public libraries, have centers or businesses where copies may be made at 5¢ per page. When only a few copies are needed the cost will usually be less than the cost of cutting and running a mimeograph stencil.

For mimeographing or multilithing, line up some-

one on whom you can depend and give him advance notice of quantities and deadline for each work order.

It is recommended that at least 100 extra copies of the recruitment brochure and the final program be printed. Both are useful in follow-up activity and in answering queries about the project or about the work of the sponsoring organization. The Education Fund, for example, asks for 100 copies of brochure and program from each of the land and water seminars it sponsors—and never seems to have enough.

LIST OF ITEMS TO BE REPRODUCED

Special stationery, if desired

Agenda for each meeting

Minutes, including list of committee, with addresses

Notices of each planning committee meeting and final instructions, if any, to committee before seminar

Recruitment brochure, usually printed (otherwise multilithed or offset program outline and names of planning committee members to accompany letters of invitation to participants)

Nominating form, if used

Letter to organizations requesting nominations (if one of these methods is used)

Lists giving thumbnail sketch of each nominee

Letters to nominees selected as participants

Individualized letters to nominees not selected as participants

Individualized letters to all organizations that nominated participants, whether or not nominees were selected (if this method was used)

Acceptance form

Room reservation form

Draft program (two or three will usually be drawn up)

Press releases

Problems for small group discussion (100 copies of each)

Final program

List of selected participants who accept, with home address, affiliation, and name of nominator

List of those nominated but not selected, with address and nominating organization (for use in follow-up)

Financial and check-out instructions

SECRETARIAL DUTIES

Some sponsoring organizations will be able to detail a paid secretary to handle work for the seminar and to allow use of office facilities. Others will be less fortunate. In these, a planning committee member conveniently near the general chairman is needed to assume duties of the secretary, such as arranging for mimeographing and sending notices of meetings, preparing other mailings (agendas, draft programs, instructions, etc.) as proposed by the committee, preparing minutes of some committee meetings, and helping write thank-you notes to all faculty and planning committee members at the close of the seminar. At the seminar itself, she may act as recorder, with help from other planning committee members.

Since it is difficult, time-consuming, and risky to mail materials back and forth between a chairman and a secretary, if no nearby secretary can be recruited from the planning committee the chairman should make other convenient arrangements. Typing help for the general chairman and the recruitment, program, and perhaps the publicity chairmen should be in the budget.

MONEY MATTERS

In money matters the pattern is cut according to the cloth. Whether you can offer all, or only part, of all attendees' expenses will depend on the funds available for your seminar. Decisions between mimeographing, printing, ditto, and photo-offset, on the quality of stationery, and on reimbursement to committee members for such expenses as long-distance telephone calls, postage and local travel (taxis, parking, mileage) depend on your budget.

PREPARING THE BUDGET

Consider the following expenses in preparing a seminar budget. Will seminar funding cover them? Must they be omitted? Can they be met in some other way?

Travel

Planning committee meetings: transportation; food and lodging

Subcommittee meetings: transportation; meal

Seminar: transportation for participants, committee, and speakers; meals and lodging for participants, speakers, and committee

Miscellaneous local travel

Other

Consumable supplies, including printed stationery, if desired

Printing

Reproduction

Clerical help

Postage

Long-distance telephone

Rental of projectors, etc.

Kit covers

Publications for kits and for the committee's research

Follow-up

Report or summary of proceedings, if desired

Newsletter? Other mailings? Postage

Evaluation-cum-follow-up session for committee

Other meetings? Hall rental?

Overhead

If the project is conducted under the auspices of a central organization which has received and is administering a grant, the sponsor will require a percentage for its indirect costs (overhead) and for expenses incurred in connection with the project.

Costs of meals and lodging are relatively easy to calculate after the location and approximate number of persons is known. Include gratuities and taxes in your multiplication.

To estimate travel costs, get round-trip fares from air, rail, or bus lines, and automobile mileage from a representative selection of cities to your site. Terms of most grants require that less-than-first-class travel must be used when available. Follow your central organization's guidelines when setting a per-mile figure for automobile travel reimbursement. Then figure the cost of the likely mode of transportation from each place, not forgetting tips and taxis

FINANCIAL INSTRUCTIONS

Community Leaders Conference
Coastal Lands and Waters of New England

The League of Women Voters Education Fund will pay expenses as follows for participants and committee members at the seminar.

HOTEL ACCOMMODATIONS

A shared double room is allowed for each person for Tuesday and Wednesday nights, April 7 and 8.

MEALS

Meals provided by the Education Fund include luncheon and dinner Tuesday, April 7; three meals Wednesday, April 8; and breakfast and luncheon Thursday, April 9. All luncheons and dinners will be group meals. A \$1.50 breakfast is allowed; pay any amount over \$1.50, sign the breakfast check, and have \$1.50 placed on your hotel bill.

WHEN YOU CHECK OUT OF THE HOTEL

Check out time is 12 noon. Ask for your bill at the desk and pay any charges over those allowed by the Education Fund. For example, the difference between a single and double room if you asked for and received a single room (\$3.18 per night), telephone calls, room service, and extra nights, etc. Sign the bill and leave it with the hotel.

IF YOUR AGENCY OR ORGANIZATION WISHES TO PAY YOUR EXPENSES

Some organizations and participants have asked if they may cover a participant's expenses. All unexpended funds in the conference budget will be used later on for follow-up projects in local communities. Special arrangements may be made if you wish contribution of your expenses to be deductible for income tax purposes.

If you or your organization pays conference expenses, please handle your hotel bill in your usual manner. If you wish to arrange for tax deductibility, see Mrs. Richard Roberts, who will advise you of the proper procedure.

TRAVEL EXPENSE

Round trip--actual plane or bus fare; 9 cents per mile for the driver of a car.

Should you require reimbursement for travel expenses, pick up a travel voucher at the seminar registration desk. Fill out and return to Mrs. Richard Roberts before the end of the conference. Please note any participants who drove with you if you came by car. A check will be sent to you.

PLANNING COMMITTEE MEMBERS will handle their expenses as they have in the past. SPEAKERS who need expense vouchers may pick them up at the conference registration desk. Please note this one exception to the above arrangements: the Education Fund provides single rooms for faculty members.

and connecting travel, and multiplying by the number you think may come from that general area. This will give you a working budget which may be refined later when more specifics are known.

Be sure to make these initial calculations *before* you promise an all-expenses-paid seminar.

HANDLING THE MONEY

For a one-time project of a local organization, it is advisable to establish a project bank account and appoint one person to act as budget officer and treasurer. This person pays the bills, staying within the budget, and makes a full financial report when the project is completed.

The central organization will probably allocate a set figure for the total expenses of the project and will assign the local portion to the planning committee to budget. The Education Fund provides budget guidelines, indicating kinds and extent of allowable expenses, and instructions for record-keeping and for accounting; designates the procedure for requesting reimbursement; and pays the major bills for the seminars it sponsors.

Such an arrangement, like the first, requires assignment of financial responsibility to a member of the local planning committee. In Education Fund seminars, the chairman usually assumes this responsibility. All bills, requests for reimbursement and any requests for advances must be sent to the chairman or his designee for approval and forwarding to the central office for payment. A running account of expenditures must be kept, as it will be referred to frequently.

For Education Fund environmental projects the national office supplies vouchers to be used in requesting payment. Other organizations should prepare forms, in duplicate at least, on which to request reimbursement or account for advances, if they are not furnished by the sponsor. One copy is for the member of the local committee with financial responsibility (referred to as "finance officer" in the following paragraphs).

The form should carry instructions for itemization and receipts, bills, or memoranda required.

Include two copies of the form in each seminar kit. Persons to be reimbursed fill out and return both copies to the finance officer, who verifies and pays or keeps one copy and forwards the other to the sponsoring organization, if it is handling pay-

ment. The finance officer should be at the seminar to answer questions and to collect the vouchers.

PROCEDURES FOR PAYING THE HOTEL BILLS

Arrangements can usually be made with the hotel management for each seminar guest to sign his hotel bill, which may then be charged to a master account for the seminar. In this way only travel expenses, breakfasts, and meals en route need be reimbursed to the individual. A similar arrangement, with a master account, should be made for meetings of the full planning committee. The arrangements chairman and the finance officer should have a clear understanding with the management, confirmed in writing, on items (telephone calls, room service, extra meals) to be paid by individuals and those to be charged to the master account.

If it is the planning committee's policy to allow only the cost of a shared double room, then arrangements for payment for the difference between single and double rates, by individuals desiring single rooms, must also be clear and firm.

It should also be settled in advance that the arrangements chairman and the finance officer will receive from the hotel the total bill for meals and lodging, with individual room bills and restaurant checks for each group meal attached. After the bill has been checked and approved, it is paid by the finance officer or forwarded for payment by the sponsoring organization, whichever plan the latter has approved.

Clear instructions for handling the above matters should be prepared for the cashier and desk personnel. Clear instructions should be included in each kit on how to sign the hotel bill and how to request reimbursement for other expenses.

KEEPING RECORDS AND ACCOUNTING

All committee members should be instructed at the beginning of the planning period to keep all bills, vouchers, stubs, receipts, telephone bills, mileage records, etc., for which they will ask reimbursement.

Accounting for monies received under a grant must be made in the format required by the donor. For its environmental projects, for example, the Education Fund maintains the official books and pre-

pares formal accountings for submission to the granting agency.

The chairman needs to know what has been spent and how much remains in the various categories in the budget and therefore also keeps accurate records.

The task will be eased for both the project chairman and the central office if local recordkeeping is set up so that individual items may be recorded under category headings corresponding to those in the budget. The finance officer will want to differentiate between bills forwarded for payment, itemization of expenditures for which reimbursement will be requested, and requests for advances.

To sum up, bookkeeping procedures should be as simple as possible, but detailed enough to:

- 1 record which payments have been requested or made;
- 2 give current balance in each budget category; and
- 3 provide records needed for the formal financial report to sponsor or donor, convenient to the format required for the submission.

CHECK LIST FOR FINANCE OFFICER

- Draw up budget
- Set up procedures for approval of expenditures, financial record-keeping, and paying bills
- Check and submit bills to central organization
- With arrangements chairman, have clear written understanding with hotel management on arrangements for payment
- With arrangements chairman, draw up financial instructions to go in each kit, with copies for hotel manager and cashier
- Be sure reimbursement request forms are in kits, if those attending are to be reimbursed
- At seminar, be available for questions, check hotel and meal bills
- Make detailed financial accounting



Thoughtful planning, left, leads to a lively seminar discussion, center, and even to a contented volunteer projectionist, below.



AT THE SEMINAR

THE AFTERNOON AND EVENING BEFORE

An air of excitement prevails as the climax of months of preparation nears. This is the time to check all arrangements and set all signals at "go." Each committee chairman is busy with final preparations. The arrangements chairman goes over all details with the hotel management and makes sure that procedures for billing are set up as planned. The kits and display committee arrange supplementary and sample publications tables and displays. The program and recruitment chairmen check periodically with the hotel management to learn if any speakers or participants have arrived and can be welcomed.

The general chairman and the full planning committee meet to run through the whole plan, making sure all details are arranged and each member's seminar duties understood.

Physical arrangements to double-check

- 1 Are tables in meeting room arranged in rows, with chairs at each place?
- 2 Is the raised platform for speakers in place? Is it long enough for a panel group? Wide enough for a curved or "v" arrangement of the panel?
- 3 Do the microphones and projectors work? Is the screen placed where all can see it easily?
- 4 Is air conditioning working properly? Are there curtains to shield the group from the sun?
- 5 Is the registration table set up? Are name tags arranged alphabetically? Are the mechanics set to run smoothly?
- 6 Are kits stuffed and in alphabetical order?
- 7 Are display tables arranged? Is extra space available and an area with sample items for display or examination only conspicuously marked? Is each such item marked?
- 8 Will coffee service and setting up and clearing for meals be handled quietly without disturbing seminar sessions?
- 9 Are PRESS and DISPLAY tables marked?
- 10 Are mimeographed problems ready for the problem-solving session? Are complete sets ready for distribution at the reporting session?
- 11 Will arrangements for the no-host social area afford all attendees a pleasant place to mix freely and talk informally? How will drinks be paid for?
- 12 Where will the small groups meet?

Details for final review at a preseminar committee meeting

- 1 Is a committee member assigned to be major-domo, keeping everything on time (starting sessions, getting people back from coffee breaks, meals)?
- 2 Who is to man the registration table? (Two the first day and one through the second day.)
- 3 Who is greeting each arrival?
- 4 Who is extending greetings to open the program? Who is introducing the first speaker? Subsequent speakers? Who chairs each session?
- 5 How are you letting speakers know their time is running out?
- 6 Will the general chairman or the program chairman explain to moderators the points they need to know about conducting their panels?
- 7 Who is to lead the discussion at each small group session? Who will be serving as resource persons? How are discussion leaders being briefed?
- 8 How are participants to be assigned to small groups?
- 9 How and when are state groups being brought together?
- 10 Are there some important questions that should be asked of the speakers by the committee members if an issue has not otherwise been aired? Who will ask the questions?
- 11 Who are assigned as note-takers for each session?
- 12 Who is going to operate tape recorders, projectors, and lights?
- 13 Can the kits chairman or someone on his committee remain near the display section?

- 14 What is the plan for seating at meals?
- 15 Who is to be at the dining room door to suggest seating and see that speakers and experts do not cluster?

CURTAIN UP!

Expect a few crises; it is a rare function that comes off without at least one. But all details have been taken care of before opening day and everyone's duties have been reviewed at the planning committee meeting directly prior to the seminar, so the chairman is free to cope.

Greeting participants, speakers, and guests

An informal and friendly tone can be set by greeters at each door; if several, so much the better! Post one welcomer near the hotel registration desk. Coffee and rolls available during registration help people meet one another. Recruitment committee members should be near the registration and coffee tables. They know names and organizations of participants and can do much to make them feel welcome. Program chairman and committee members should be watching out for speakers.

Instructing the Moderators

Unless all moderators can meet together, the general chairman or the program chairman (as decided earlier) explains to each moderator, soon after he arrives, how the committee expects his session to operate. Ask each moderator to get his speakers or panel members together briefly before their segment so all hear the ground rules and duplications can be eliminated. But such a meeting must not become a dress rehearsal, for this detracts from the liveliness of the panel presentation.

Sessions are exciting when speakers and panelists engage with one another and when spirited interchanges develop from the audience. Ask moderators to encourage interchange, especially of unlike views, but to move the discussion along before it becomes acrimonious. Ordinarily, moderators should not allow the same participants or faculty to speak repeatedly or at great length from the floor.

Remind moderators not to forget the coffee

breaks. Sometimes a short stand-up break during each morning, but especially in the afternoons, is useful. Remember what Confucius say: "The mind can absorb only what the backside can endure."

Keeping on schedule

The general chairman, the program chairman, and the arrangements chairman will be watching the time closely, but it is best to avoid much mention of keeping on schedule. Participants should not feel pressed, though they must be reminded of when to be where and that sessions will start on time.

Keeping on schedule will call for a firm hand on the speakers, but there is perhaps no single other duty so important to the success of the conference. Speakers will not resent having to relinquish the floor at the expiration of their allotted time if *time limits are enforced for everyone and with good humor.* Using a timekeeper preserves program balance, is a courtesy to speakers scheduled late in the session, and preserves time for discussion sessions.

Encourage speakers to make comments from the podium and from the floor during audience participation periods, for these experts are often aware of relationships not apparent to laymen. However, the moderator will need to avoid letting the experts monopolize the discussion. One of the main purposes of the seminar is to bring the participants together for exchange of views, and they will be scattering once the seminar is over. Try to preserve the full time you planned for the discussion sessions.

Be flexible. Not only may last-minute adjustments in the program be necessary, but they may be desirable. If, for example, a participant shows some special insight pertinent to the discussion, let him have a minute or two on the platform. This kind of informal use of participants strengthens the cohesiveness of the group, though flexibility should not be allowed to totally disrupt the schedule.

And, finally, the chairman needs to allow about five minutes during each day for announcements. These will include financial instructions, location and hours of meals, check-out instructions, where to get copies of speeches. Most of this information will be in the kits, but some people will neglect to read it. Copies of speeches should not be distributed before the talks are given, except to members of the press, as noted in the preceding chapter, and to the seminar's note-takers.

FOLLOWING UP

Informed and effective follow-up by participants in their own communities is really the whole goal of the seminar. Follow-up is emphasized from the beginning—in planning committee, subcommittees, and seminar sessions. Suggestions on how to carry on citizen action are built into the program. At the seminar, state and area groups make plans for keeping in contact, for getting and sharing information. Before departing from the meeting, each state and local group considers what is to be done next and who is to do it. Participants leave the seminar ready to impart their concern to others.

Helping participants see and recognize immediate and potential needs and opportunities for follow-up is an important responsibility of all members of the planning committee. It will occupy many informal conversations as well as those formal sessions devoted to citizen action and follow-up.

WHAT IS FOLLOW-UP?

The range of possible and feasible types of citizen activities is rapidly growing, and many opportunities to act on levels not previously accessible to citizens are emerging. Simultaneously, the interrelationship between water quality, air pollution, land use, energy production, agriculture, industry, and transportation has become evident. Major resource and pollution problems have a large social and political content, and consequently, in our democracy, the natural environment is everybody's business.

Opportunities for acting to protect or improve the quality of our water resources and our environment extend well beyond the immediate role of the voting citizen and member of civic or conservation groups. Businesses, industry councils, banks, religious denominations, labor unions are other organizations that can influence government decisions affecting the environment. Company executives, engineers, or employees can act more directly by persuading their corporations to manage their own waste water more

effectively and to safeguard environmental values in their operations. Some participants will be drawn from these fields; all have such organizations in their communities.

The paragraphs which follow may be useful not only to the follow-up committee but to other committee members in their guidance to participants.

KEEPING IN TOUCH

A newsletter is one of the best tools for passing along new information and ideas as well as for keeping everyone informed of participants' activities. The Education Fund, for example, prepares and mails **LAND AND WATER ROUNDUP** twice a year to attendees of the latest series of seminars. Through brief notes on what various participants are doing, it reports a variety of activities which in turn give ideas to other groups. As space permits, **ROUNDUP** includes short reports of new legislation on water subjects, major governmental appointments, studies or reports, notices of meetings or hearings, and reviews of books and films.

A newsletter used for follow-up for a more local audience could include much the same sort of information but cover local matters, hearing schedules, and so forth, in more detail.

If funds for postage, publications, or reproduction are available, the chairman can mail reprints of important new articles, pamphlets, citizen guides, data on regional plans and projects or bond issues, summaries of issues slated for public hearings, or notices of important meetings to participants.

If a follow-up conference is being organized, even very preliminary plans make exciting news for the seminar group.

A questionnaire, sent to each attendee a couple of months following the seminar and every few months thereafter, makes it easy for participants to report to the follow-up chairman and also reminds them that others are interested in their progress.

COMMUNITY LEADERS CONFERENCE
Coastal Lands and Waters of New England
Box 313
South Wellfleet, Mass. 02663

POST-CONFERENCE ACTIVITIES REPORT

(Please fill out completely. Use back of report, if necessary. Include clippings and pictures, if available.)

- I. HAVE YOU SPOKEN TO ANY GROUPS ABOUT THE COASTAL ZONE?
List organizations and special details.
- II. HAVE YOU PARTICIPATED IN FIELD TRIPS? ORGANIZED ANY?
What organization sponsored the trip? Describe the trip.
- III. HAVE YOU ATTENDED ANY HEARING ON COASTAL ZONE MATTERS?
Agency holding hearing. Date.
Did you testify?
Include a copy of your testimony.
- IV. HAVE YOU ATTENDED ANY MEETING CONCERNED WITH THE COASTAL ZONE?
Name of organization? Date.
Subject of meeting.
- V. HAVE YOU BEEN APPOINTED OR ELECTED TO ANY GOVERNMENTAL BODY INVOLVED
IN LAND OR WATER USE?
Give name of agency, area of responsibility and your title.
- VI. HAVE YOU BEEN APPOINTED OR ELECTED TO ANY PRIVATE AGENCY INVOLVED IN
LAND OR WATER USE?
Give name of agency, area of responsibility and your title.
- VII. HAVE YOU WRITTEN FOR PUBLICATION ANY MATERIAL ON THE COASTAL ZONE?
Send copy of material.
Publication. Date.
- VIII. DO YOU HAVE ANY PROJECTS YOU WOULD LIKE TO ANNOUNCE?
- IX. ADDITIONAL COMMENTS.

Name _____ Address _____

Town _____ State _____ Zip _____

Period covered from _____ to _____

MAIL TO COMMUNITY LEADERS CONFERENCE, BOX 313, SOUTH WELFLEET, MASS. 02663

CHOOSING A COURSE OF ACTION

In the course of the seminar, participants will discuss specific water quality and land resource problems in their area and the region's immediate needs. These may be sewers, a new treatment plant, enforcement of zoning ordinances, financing enforcement of an adequate plan, more funds for enforcement staff, pollution from an important factory, excessive runoff or pollution from roads, sedimentation from road-building, from housing development, from bad agricultural practices, logging or overgrazing, runoff from feedlots.

Next, groups should ask themselves what they see as long-term goals for their region. A land use plan? Regional planning? Flood plain zoning? Urban renewal? River basin planning? An improved water supply? Protection of ground water? Adjustment of principles governing water management?

Should civic groups focus on one specific goal or work across the board? Some groups face clear-cut local problems, easy to define. Other groups face broader problems requiring a state-wide or regional solution.

In either case, having selected their problem, those who have attended the seminar will inevitably need to gather more facts—an excellent assignment for a committee. In addition to the technical, scientific, social, economic, and political factors of any issue, they should know the applicable laws, regulations, and procedures and should get acquainted with the administrators. It will help them if the problem can be examined first-hand with people of differing viewpoints. Community leaders will want to find out what studies and planning projects are underway and get the reports. They must investigate where the power to remedy or improve lies, learn about the people who have decision-making power. They can get help, reports, and information about programs from state personnel. They could make a survey of open space, sources of pollution, conservation or aesthetic values, etc. They should understand the opposition and its sources.

Weighing these various considerations lights the way to the most productive courses of action; whether to

build public awareness

encourage discussion and try to resolve conflicts

support (or oppose) a specific proposal

continue to back an existing program, appropriate

enforcement, etc.

prod officials to attack a problem

encourage an official study or planning project

support steps in implementing such a study or plan.

BUILDING PUBLIC CONCERN

If the initial course of action chosen by a participant or his group is to build public concern about a problem, they must next choose their audience and their means.

Meetings can be planned: for leaders whose support they hope to win; for the public, with elected officials present to observe support for the issue; an organizing meeting, with reporters present. One-, two- or three-day conferences for a selected group, perhaps state legislators and officials; workshops; briefings; go-see tours; a series of programs or extension courses in conjunction with university, museum, library, water resources institute, or state or local agencies. — all are follow-up possibilities.

No list of ways to communicate can pretend to be complete, but any group planning a program of action will consider speakers for meetings, slide presentations, radio or television programs, interviews and spots, documentary films, literature stalls, portable displays, mailings of pamphlets and flyers, answers to common objections, legislative information, newspaper and newsletter stories, and background information for press use.

Help participants appreciate that through these activities they are helping to inform the public by offering scientific and technical information in terms people can understand, and that — through the seminar — they are acquainted with many articulate persons who bring a wide variety of points of view to the issue.

Opportunities are everywhere!

TAKING PART IN THE PROCESSES OF GOVERNMENT

Committee members can encourage participants, and they in turn other citizens, to demonstrate the public interest in an issue through attendance at hearings and meetings of boards, legislative committees, city councils, or other responsible bodies when environmental matters are to be discussed.

Citizen leaders should ask to be put on lists to be notified of hearings — both local and regional — and should urge local media to publicize and cover them.

Maintaining contact with officials at all levels enables civic leaders to feed them ideas, information and citizen views. If the citizen group establishes itself as reliable and responsible, officials may well come to seek its views on matters before them. Questionnaires to candidates for office are useful in getting information to the voter and as a basis for going back to the person elected.

Encourage citizen groups to make the governor or mayor aware of their concern when he is appointing members to an environmental council, water board, or zoning commission; they may suggest nominees for these positions. Help them see why citizen groups that have a plan for solving a particular problem should go first to their mayor or council, to consult them and ask for their support. They will have a better chance of success if the officials can make the plan their own!

THE COALITION OR COORDINATING COUNCIL

The follow-up committee can help participants see the value of the interorganization coalition, whether it be a continuing organization or an ad hoc arrangement, whether it be geared for action or serves primarily to collect and disseminate information.

The coalition or coordinating council can be a powerful instrument, multiplying the effect and dividing the work. An effective coalition includes not only a nucleus of the principal conservation organizations in the region but a variety of organizations whose differing interests give it broader appeal. Such a coalition could in time receive quasi-official status as advisor to the executive of the area.

A coalition makes it possible to enlist more helpers, make more news, reach more people, use officials' time more efficiently. Its larger resources may make it possible to keep up with the meeting schedule of all agencies dealing with stream or air control, to publish a fact sheet about state agencies and laws, to prepare a digest of bills, to retain counsel, to commission an independent engineering report, to finance an ecological inventory or a scientific study of the region.

An adjunct of the coalition is the technical advisory committee comprising experts of several disciplines. Such a committee can evaluate the scientific and technical aspects of major water resource proposals for the coalition, for example, and the results of its studies can be presented to the appropriate government body and the press.

A major advantage of the coalition is that it facilitates citizen representation at hearings, which are becoming more numerous and more technical. The coalition can draw on its pool of resources in translating scientific, technical, and legal information into a lay explanation of how the citizens' interests will be affected by a given proposal. The coalition can provide members who wish to testify information on procedures to be followed and, if the subject is a technical one, can conduct workshops on the subject matter or on preparing appropriate testimony. The coalition is in a position to bore in on the topic from many sides. It can line up panels to testify on different aspects, recruiting specialists on each, and at the same time earn the gratitude of legislators and other officials for reducing repetition.

Still another advantage of a coalition arises from the scale and complexity of environmental problems. Even for local problems, solutions must often be regional and interdisciplinary. The larger, more heterogeneous group can cultivate the wider support required for the larger scale solution.

To encourage formation of interorganization groups a follow-up chairman can tap her own sources (not forgetting seminar committee and speakers) for information to pass along on organizing and on what other citizen coalitions or coordinating councils are doing.

EVOLVING CITIZEN ROLE IN AN EVOLVING FRAMEWORK

Fundamental changes in concepts of land and water values and of citizens' rights are occurring. Long-accepted economic precepts are being scrutinized in a sociological context that newly encompasses environmental amenities. Giant industries such as transportation and power generation, formerly regarded as exclusively economic phenomena, are seen as directly and greatly affecting environmental quality. Laws, doctrines and formulae which have governed the use of water, though deeply rooted in tradition and in history, are recognized as inadequate

today. Land use is becoming a major issue.

It is a time of change for the governmental framework too. A provision of the National Environmental Protection Act of 1969, which established a strong national policy for the protection and enhancement of the natural environment, requires that every proposal or recommendation "for legislation and other major federal actions significantly affecting the quality of the human environment" be accompanied by a statement on the environmental impact of the proposed action. These impact statements, as they are called, prepared by federal agencies, are available to the public by law and afford new and important opportunities to ensure that environmental values are properly considered in resource decisions.

Citizens may obtain a copy of a draft or final impact statement by writing directly to the agency preparing the statement, or may order statements by number from the National Technical Information Service (NTIS) of the Department of Commerce, Springfield, Virginia 22151. The price is \$3 for a statement of up to 300 pages, \$6 for statements over 300 pages. Order numbers may be obtained from the *102 Monitor* published by the Council on Environmental Quality, or from the Semi-Monthly Announcement of the NTIS, Series No. 68, *Environmental Pollution and Control*. (Copies of federal laws may be ordered by number from the Superintendent of Documents, Washington, D.C. 20402.)

The establishment of the Environmental Protection Agency, grouping together in one organization six formerly scattered pollution control offices, has stimulated the formation of similar umbrella agencies on the state level. How their own states or regions are organized for control of pollution and whether the arrangement could be improved is a question to which participants might address themselves.

Participants might want to consider whether a particular free-flowing river in their state could appropriately be included in the National Wild and Scenic Rivers System, thus protecting it from harmful encroachment. They might want to work for establishment of a comparable state system.

THROUGH THE COURTS

New concepts also are evolving in the law and in the use of the courts, and more environmental issues are being referred to the courts.

The developing principle that the public is an

interested party in legal actions involving such matters as pollution from an industrial plant or structural alterations of bodies of water has opened a new channel for expression of citizen opinion and influence. As environmental law evolves, citizen organizations may increasingly decide to join together for purposes of litigation.

There is a further trend in legislation and in court decisions to establish the principle that an individual citizen may file as a party likely to suffer environmental injury. Individuals in some instances may file class action suits on behalf of a large class of similarly affected citizens.

Another technique, which does not involve the substantial costs that must be borne by the party to any suit and which is often appropriate, is to file a brief as *amicus curiae*, that is, "friend of the court," presenting the citizen group's point of view on an environmental charge or complaint, usually in agreement with and with the consent of the plaintiff. A brief filed in this way may raise questions not posed in the plaintiff's brief, which reflect the particular concern of the group and to which answers are needed. A group must seek permission of the court to file as *amicus curiae*.

A lawsuit has many audiences: the court, regulatory agencies, the press, the public, other environmental organizations, the scientific, business, and industrial communities, elected officials and legislative bodies. In its larger context it can be viewed as part of the political process.

Litigation may often not be appropriate, but if no other alternatives seem to be effective, citizens should consult lawyers in their own state for guidance. If a group receives apparently contradictory advice from different sources, it should consider its goal carefully and let that guide the decision, keeping in mind that a lawsuit is a long process, requiring not only funds but scientific evidence, witnesses, and much volunteer time to assist the lawyer in preparation of the case.

THE IMPORTANCE OF FINANCING ENVIRONMENTAL PROTECTION

Financing water pollution abatement and water quality protection is a subject on which citizen wishes should be expressed more vigorously. The citizen role in passage of bond issues for sewer lines and sewage treatment plants is well known. It has undoubtedly

been due to the public's voice that bankers in one state adopted a pollution code; that in another they now offer antipollution bonds; and that in a third they established a public interest fund from which to make low-interest loans for public interest purposes including pollution control installations by industries. Seminar participants should be encouraged to examine tax policies which encourage land and water development rather than watershed protection and to support appropriations for water pollution abatement programs.

STATE AND LOCAL ACTION IS THE KEY

It has become increasingly clear that despite the many important federal programs designed to achieve environmental quality much of the job must fall on state governments. In nearly all federal environmental programs, the task of implementing and enforcing pollution control plans is a state or local function. Federal water and air pollution laws require public hearings where citizens may voice their wishes regarding the quality of air and water they desire and ways to achieve that level. How his state organizes itself for water quality protection, whether the power to regulate an activity is to be separated from the power to promote it, how legislative, police, and enforcement authorities are to be divided — all

these are very much the citizens' concern. Yet passage of a law is only the first step. Implementing the law, monitoring its application and enforcing its provisions — and financing each of these processes — are the long, hard chores.

Citizen action in water quality matters ranges from stuffing envelopes with notices of a meeting, or carrying placards at that meeting, to developing and supporting a complex regional plan based on scientific and legal studies, to promoting needed alterations in basic national policies. As seminar participants think about what they should do, they may be tempted to feel that some kinds of problems and some kinds of effort are small and insignificant, that others are beyond their strength and competence. It is true that opportunities and talents vary widely. However, citizens should remember that just as they often need professional help in developing solutions to their communities' environmental problems, expert solutions require popular support to be put into effect. To control pollution effectively, officials need the backing of the citizenry as much as they need an efficient plan to execute.

The effectiveness of the national efforts to safeguard and improve the quality of the environment rests on shared responsibility among government and business as well as among the various levels of government. It rests equally firmly on citizen support and action.

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WESTERN WATER - A BEGINNING

Some of the seminar's participants...
...to their communities...
...the seminar's participants...



WESTERN WATER - A BEGINNING

WESTERN WATER CHALLENGES - AND - CHOICES

New Decade Brings
New Competition for Water

Western States Report

