



THE CITY OF SAN DIEGO

City of San Diego Planning Department



Engaging in Public Dialogue:

A Handbook for Community Planning Groups

September 2003

**Engaging in Public Dialogue:
A Handbook for Community Planning Groups**

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1.1 Council Policy 600-24

CITY OF SAN DIEGO, CALIFORNIA COUNCIL POLICY

SUBJECT	STANDARD OPERATING PROCEDURES AND RESPONSIBILITIES OF RECOGNIZED
COMMUNITY	PLANNING COMMITTEES
POLICY NO.	600-24
EFFECTIVE DATE	July 30, 1990

BACKGROUND:

Community planning committees in San Diego have been formed and recognized by the City Council to advise the City Council, Planning Commission, Planning Department, the City Manager and other governmental agencies in the preparation, adoption of, implementation of or amendment to the general or community plan as it pertains to the area of concern of each committee.

PURPOSE:

To establish minimum standard operating procedures and responsibilities to govern the conduct of business of each community planning committee that is officially recognized by the City of San Diego to participate in the preparation and implementation of community plans as defined in Council Policy 600-05.

POLICY:

It is the policy of the City Council to require each community planning committee, as a condition of official recognition by the City of San Diego, to submit a copy of its own operating procedures and responsibilities, otherwise known as "bylaws," to the offices of the City Clerk and the Planning Department. These bylaws must follow the format of the following standard operating procedures and responsibilities and be in conformance with the criteria contained herein. The original bylaws for each community planning committee and the initial members and terms of each community planning committee shall be approved by resolution of the City Council.

Subsequent amendments may be approved by the Planning Director and City Attorney if they are determined to be in conformance with the Council Policy. Bylaws that cannot be approved by the Planning Director and City Attorney shall be taken to the Rules

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Committee. Failure of a community planning committee to comply with the approved operating procedures and responsibilities shall be cause for the City Council to withdraw committee recognition. The remainder of this policy provides a general format for revision or establishment of committee by-laws.

ARTICLE I Name

- Section 1. The community planning committee shall adopt an official name which shall be subject to the approval of the City Council.
- Section 2. All committee activities shall be conducted in its official name.
- Section 3. The community planning area boundaries which are applicable to each committee shall; be shown on a map to be included in the bylaws as Exhibit "A".
- Section 4. The official positions and opinions of the committee shall not be established or determined by any organization other than the committee.

ARTICLE II Purpose of Community Planning Committee and General Provisions

- Section 1. The primary purpose of the community planning committee shall be to advise the City Council, Planning Commission and other governmental agencies as may be appropriate in the initial preparation, adoption of, implementation of or amendment to the General or Community Plan as it pertains to the area or areas of concern to said committee (hereafter referred to as the planning process).

The community planning committee reviewing individual development projects should focus such review on conformity with the adopted Community Plan and/or the General Plan. Whenever possible, all review shall be completed, and written comments submitted to the City, during the public review period offered by the environmental review process (substantive changes in projects subsequent to completion of the environmental review process will sanction further evaluation by the Community Planning committees). This will provide staff and the project proponent the opportunity to respond to the comments or concerns and potentially resolve possible conflicts before the project is noticed for discretionary action.

- Section 2 Insofar as the efforts of the committee are engaged in the diligent pursuit of the above purpose, professional planning staff assistance, if any, shall be provided from the Planning Department, and/or as appropriate by staff under the direction of the City Manager.

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- Section 3. Insofar as the efforts of the committee are engaged in the diligent pursuit of non-planning oriented implementation activities, professional staff assistance, if any shall be provided by the City Manager from appropriate managerial departments.
- Section 4. All committee activities shall be nonpartisan and nonsectarian and shall not discriminate against any person or persons by reason or face, color, sex, creed or national origin, or sexual orientation, or physical handicap, nor shall the committee take part, officially or unofficially, or lend its influence in, the election of any candidate for political office. Planning committee members shall not identify affiliation with a community planning committee when endorsing political candidates or ballot measures.
- Section 5. Pursuant to the provisions of City Council Policy 600-05, failure of the committee to diligently pursue the initial preparation, adoption, implementation or amendments to the planning process shall result in the forfeiture of rights to represent its community for these purposes. Such a determination resulting in the forfeiture of rights to represent its community for these purposes shall be made only by the City Council upon the recommendation of the Planning Department.

ARTICLE III **Community Planning Committee Organizations**

- Section 1. The community planning committee shall consist of not less than 12 members nor more than 20 members, provided, however, that when a larger membership shall give better representation to a community, the City Council may approve such larger membership. Upon recognition by the City Council, the members of the community planning committees shall constitute the official committee for the purposes set forth in Article II.
- Section 2. The members of this committee shall consist of the members as of the date of recognition by the City Council, and of such additional members as shall thereafter be elected by eligible community members in the manner prescribed by these Operating Procedures and Responsibilities.
- Section 3. Community planning committee members shall be elected by and from eligible members of the community. To be an eligible community member, an individual must be at least eighteen (18) years of age, and shall be affiliated with the community as a property owner or resident or local business person with a business address in the community at which employees or operators of the business are located. Eligibility may be further defined in committee bylaws. Community planning committee members shall to the extent possible, be representative of

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the various geographic sections of the community and diversified community interests.

Section 4. Except for the purpose of the selection of initial committee members, members of the committee shall be elected to serve for fixed terms of two to four years with expiration dates during alternate years to provide continuity. No person may serve on a committee for more than eight consecutive years if the committee members are elected to two- or four-year terms, or nine consecutive years if members are elected to three-year terms, commencing from 1976, the original date of adoption of this Council Policy.

After a one-year break in service as a committee member, an individual who had served for eight or nine consecutive years shall again be eligible for election to the committee.

Exceptions:

1) Any member who has served in excess of eight or nine consecutive years (as specified above in this section) upon adoption of the 1989 amendment to this policy may continue in that position until the next committee election; and

2) A committee member may serve in excess of eight or nine consecutive years (as specified above in this section) if that person is reelected to a new term provided that they receive a two-thirds majority of the votes cast by eligible community members participating in a regular election. The number of individuals on a planning committee serving more than eight or nine consecutive years shall in no case exceed 25% of the voting committee membership. No individual may serve as an officer for more than eight or nine consecutive years as specified in Article VII, Section 1.

ARTICLE IV Vacancies

Section 1. The committee shall find a vacancy exists upon receipt of a resignation in writing from one of its members or upon receipt of a written report from its secretary reporting the third consecutive unexcused absence of a member(s) from regular meeting as established under Article VI, Section 2 below. The committee shall establish a written policy to define basis for an excused absence, and may establish a written policy that reduces the number of unexcused absences used to determine a vacancy.

Section 2. Vacancies that may occur on the committee shall be filled by the committee in a manner specified by the bylaws of the committee not

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later than 120 days, following the date of the determination of the vacancy. The term of office of any member filling a vacancy in accordance with the procedure established in Article III, Section 4 above shall be for the balance of the vacated term.

- Section 3. When a planning committee is unable to fill a vacancy within the 120 days, as specified above, and the committee has more than twelve members, the committee shall either amend its bylaws to permit decreased membership to a minimum of twelve members, or report in writing the actions taken in filling vacancies to and request assistance from the City Council. If a vacancy remains for more than 120 days from the time a vacancy is declared, and the committee has less than twelve members in good standing, the Planning Department shall request that the City Council place the community planning committee on inactive status until the committee has at least twelve members in good standing.

ARTICLE V **Elections**

- Section 1. Elections of community planning committee members shall be held annually during a regularly scheduled meeting in March. Community planning groups shall hold elections every year or every other year.

- Section 2. It shall be the duty of the Planning Department to annually purchase two advertisements for publication in a newspaper of broad Citywide distribution. The advertisements will describe the general function of the community planning committees, and will list the names of individual groups, their meeting times and locations, the date of the next election, and a Planning Department contact for each community.

It shall be the duty of the community planning committee to make a good faith effort to contact community newspapers and utilize other means appropriate to their communities to advertise the elections.

- Section 3. Voting shall be by secret written ballot. At a minimum, ballots shall be available at the noticed planning committee meeting at which the election will be held.

ARTICLE VI **Community Planning Committee Duties**

- Section 1. It shall be the duty of the planning committee to cooperatively work with the Planning Department and as appropriate, the City Manager, throughout the planning process, including but not limited to the formation of long-range community goals, objectives and proposals or the revision thereto for inclusion in a General or Community Plan.

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Section 2. It shall be the duty of each committee member to attend all committee meetings. Regular meetings shall be periodically held by the planning committee to meet with the Planning Department at a mutually agreed upon time and location during appropriate periods in the planning process. A quorum, defined as a majority of non-vacant seats of the planning committee, must be present in order to conduct business and/or to vote on projects or actions at regular committee meetings. A report of attendance and a copy of committee approved minutes which include the votes taken on each matter acted upon for each meeting shall be available for public distribution and shall be submitted to the Planning Department within 14 days upon approval by the Committee. Planning group resolutions on specific projects should indicate whether or not a quorum was present, whether or not the applicant appeared before the planning group, and when and what type of notification the applicant received requesting his/her appearance at the planning group meeting. The Planning Committee may hold meetings other than regular meetings in accordance with a policy established by the committee except that executive sessions shall be prohibited. All meetings of committees and subcommittees shall be open to the public and shall be conducted in accordance with Robert's Rules of Order except as otherwise provided in this Council Policy and/or committee bylaws.

Section 3. It shall be the duty of the committee to periodically seek community-wide understanding of and participation in the planning and implementation process as specified in Article II, Section 1. The committee shall give due consideration to all responsible community attitudes insofar as these are deemed to be in the best long-range interest of the community at large. It shall also be the duty of the committee, when reviewing development projects, to allow participation of affected property owners, residents and business establishments with proximity to the proposed development. The committee shall inform the project applicant or representative each time that such review will take place and provide the applicant with an opportunity to present the project. Any interested member of the public shall be given an opportunity to comment on projects during planning committee meetings.

Section 4. It shall be the duty of the committee to maintain a current, up-to-date roster of the names of committee members to be kept on file in the offices of the City Clerk and the Planning Department and to submit to the offices of the City Clerk and the Planning Department and to submit to the offices of the City Clerk and the Planning Department by February 15 of each year an annual report of accomplishments for the past calendar year and anticipated objectives for the coming year related to Article II, Section 1 above.

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- Section 5. It shall be the permissive duty of the committee to develop a policy for financial contributions from the citizens of the community for the purposes of furthering the efforts of the committee to promote understanding and participation in the planning process. However, no membership dues shall be required.
- Section 6. It shall be the duty of each planning committee member to attend an orientation training session administered by the Planning Department. It shall be the duty of the Planning Department to offer at least two orientation, and two advanced training courses each year.
- Section 7. Any member of a community planning group with a direct economic interest in any project that comes before the group must disclose to the community planning group that economic interest, and must refrain from voting or participating in any manner as a member of the planning group.

ARTICLE VII **Planning Committee Officers**

- Section 1. The officers of the committee shall be elected from and by the members of the committee. Said officers shall consist of a Chairperson, Vice Chairperson and Secretary and by policy may include such other officers as the committee may deem necessary. The planning committee shall determine the length of an officer's term in its bylaws, except that no person may serve as an officer for more than eight or nine consecutive years. After a period of one year in which that person did not serve as an officer that person shall again be eligible to serve as an officer.
- Section 2. Chairperson. The Chairperson shall be the principal officer of the committee and shall preside over all committee and community-wide meetings.
- Section 3. Vice Chairperson. In the absence of the Chairperson, the Vice Chairperson shall perform all the duties and responsibilities of the principal officer.
- Section 4. Secretary. The Secretary shall prepare all correspondence and record and maintain minutes of the actions of the committee meetings and provide said information to the committee and general public as required. The Secretary shall maintain an attendance record and provide a report of same at each committee meeting pursuant to Article IV, Section 2 above.

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Section 5. The Chairperson shall be the committee's representative to the Community Planning Committee ("CPC"). However, by specific action, some other member may be selected as the official representative to CPC with the same voting rights and privileges as the Chairperson. Each community planning committee may select an alternate CPC representative.

ARTICLE VIII Planning Committee Policies

Section 1. In addition to incorporating into group bylaws the policies outlined above, the committee shall establish written policies in their bylaws to govern the following topics:

- (1) Procedure for election of committee members to include the following:
 - (a) Requirements for planning committee candidacy.
 - (b) Requirements for membership and voting eligibility clearly defined, including membership application or registration if desired.
 - (c) Method of review of voter qualification.
 - (d) Method of cross-checking voting eligibility at time of election.
- (2) Procedure for conducting committee business and noticing regular meetings.
- (3) Procedure for calling a special meeting ensuring that special meetings are adequately noticed and held within the community at a time and place where members and the public may attend.
- (4) Procedure for establishing and selecting committee officers.
- (5) Definition of "excused absence".
- (6) Procedure for ensuring that committee meeting agendas are open to input from all committee members and the public.
- (7) Procedure for ensuring the opportunity for public testimony and fair and reasonable debate.
- (8) Such other topics as may be required by the Planning Department.

Section 2. Community planning group bylaws shall be amended to conform with the 1989 amendment to this policy within twenty-four months from the

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enactment of this amendment. Until the expiration of twenty-four months, or adoption of bylaws amendments, whichever comes first, a community planning group operating in conformance with bylaws that were previously approved by the City Council, shall be deemed to be operating in conformance with this policy.

HISTORY:

Adopted by Resolution R-216888 09/29/76

Amended by Resolution R-257382 10/25/82

Amended by Resolution R-273369 05/02/89

Amended by Resolution R-276245 07/30/90

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SUMMARY OF COUNCIL POLICY 600-24 REQUIREMENTS

Council Policy 600-24 sets out standard operating procedures and identifies responsibilities of City-recognized community planning committees. It requires that a planning committee's operating rules and responsibilities (i.e., bylaws and rules of procedure) follow certain rules. Under the policy, each group must provide the City with a copy of the group's bylaws and rules of procedure, up-to-date roster, and approved minutes.

COUNCIL POLICY 600-24:

1. Defines the general purpose of community planning committees and provides for staff assistance to them (Article II, Sections 1-3).
2. Permits the Planning Director and City Attorney to approve amendments to bylaws when they are in conformance with the Council Policy (POLICY).
3. Sets upper and lower limits (20 and 12) on the size of planning committees. The upper limit can be exceeded if approved by the City Council (Article III, Section 1).
4. Requires that committee members be at least 18 years of age (Article III, Section 3).
5. Permits further definition of membership eligibility in committee bylaws (Article III, Section 3).
6. Sets limits on length of terms (2, 3, or 4 years) Article III, Section 4).
7. Limits members to 8 or 9 consecutive years of service, and establishes one year as the period of time after which an individual who has served in excess of eight or nine consecutive years may again be eligible for election to the committee (Article III, Section 4). Provides for exceptions to the term limit for up to 25% of the voting committee membership seats when individuals are elected by a two-thirds majority vote (Article in, Section 4-2).
8. Requires vacancies to be filled within a specified time frame (Article IV).
9. Consolidates planning committee elections in March (Article V, Section 1).
10. Requires the Planning Department to advertise elections through newspaper advertisements and the planning committees to make a good faith effort to utilize other means to advertise their elections (Article V, Section 2).
11. Prohibits a planning committee from being affiliated with or restricted to a particular religious group (Article II, Section 4).

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12. Prohibits groups from being partisan, and from either official or unofficial involvement in election of candidates for political with a community planning group when endorsing political candidates or ballot measures. (Article II, Section 4).
13. Prohibits discrimination on the basis of race, color, sex, creed, national origin, sexual orientation, or physical handicap (Article n, Section 5).
14. Requires planning committees to, as much as possible, be representative of the various geographic sections of their communities and/or diversified community interests, and include property owners, residents and local business persons (Article III, Section 3).
15. Requires that planning committee minutes indicate what projects were acted upon, the vote taken on each project and whether a quorum was present, whether or not the applicant appeared before the planning group, when and what type of notification the applicant received requesting his/her appearance at the meeting (Article VI, Section 2).
16. Identifies duties of community planning groups and group members, such as:
 - a. Working cooperatively with the Planning Department and other City departments through the planning process (Article VI, Section 1.).
 - b. Attending all committee meetings (Article VI, Section 2).
 - c. Conducting meetings in accordance with Roberts Rules of Order, except where as otherwise provided in the Council Policy or bylaws.
 - d. Periodically seeking community-wide understanding of, and participation in, the planning and implementation process (Article VI, Section 3).
 - e. Giving due consideration of all responsible community attitudes which are deemed to be in the best long-range interest of the community at large (Article VI, Section 3).
 - f. In review of a development project, allowing participation of affected property owners, residents and business establishments within proximity to the proposed development and informing and inviting participation from the project applicant each time such review takes place (Article VI, Section 3).
 - g. Maintaining a current, up-to-date roster of committee members on file with the Planning Department and City Clerk (Article VI, Section 4).
 - h. Submitting an annual written report of accomplishments and objectives to the Planning Department and City Clerk by February 15th each year (Article VI, Section 4).

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17. Requires a quorum, consisting of a majority of the non-vacant seats of the committee, in order to conduct business at a regular meeting (Article VI, Section 2).
18. Require that attendance reports and copies of the approved minutes for meetings be provided to the Planning Department within a certain period of time (Article VI, Section 6).
19. Prohibits charging dues for membership, but permits solicitation of donations (Article VI, Section 5).
20. Requires attendance at an orientation training session administered by the Planning Department (Article VI, Section 6).
21. Prohibits committee members from participating in a discussion as a planning group member or voting on privately initiated projects in which they have a direct financial interest (Article VI, Section 7).
22. Requires planning committee's officers to be selected from and by the members of the committee. Each group must have a chairperson, a vice chairperson and a secretary; other officers are permitted at the committee's discretion (Article VII, Section 5).
23. Specifies that officers shall not serve for more than eight or nine consecutive years (Article VII, Section 1).
24. Provides for the chairperson to be the committee's representative to the Community Planners Committee, although the committee may take action to designate some other member as the official representative (Article Vn, Section 5).
25. Requires establishment of specific written policies with respect to:
 - a. Election procedures (Article VII, Section 1-1).
 - b. Conducting committee business and noticing regular meetings (Article VIII, Section 1-2).
 - c. Calling and noticing special meetings (Article VIII, Section 1-3).
 - d. Selecting committee officers (Article VIII, Section 1-4).
 - e. Defining an "excused absence" (Article VIII, Section 1-5).
 - f. Ensuring that meeting agendas are open to input from all committee members as well as the public (Article VIII, Section 1-6).

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- g. Ensuring an opportunity for public testimony and for fair and reasonable debate on issues (Article VIE, Section 1-7).
 - h. Anything else the Planning Department might require (Article VIII, Section 1-8).
26. Requires that individual committee bylaws be amended to conform with the 1989 amendment within 24 months after the enactment of the enactment of the amendment

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1.2 Administrative Guidelines

CITY OF SAN DIEGO COUNCIL POLICY 600-24 ADMINISTRATIVE GUIDELINES	
Date: April, 2001	600-24 Reference:
CROSS-REFERENCE GUIDE	
<u>Administrative Guidelines Section</u>	<u>Council Policy (CP) 600-24 Section</u>
(1) Encouraging Participation	Art. III, Sec. 3 Art. V, Sec. 2 Art. VI, Sec. 3 Art. VIII, Sec. 1 (2), (3), (6)
(2) Elected Members and General Members	Article III
(3) Term Limitations	Art. III, Sec. 4
(4) Vacancies	Art. IV, Sec. 1-2
(5) Committee Rosters	Art. IV, Sec. 4 Art. III, Sec. 2
(6) General Election Procedures	Art. VIII, Sec. 1 (1) Art. V, Sec. 1-3
(7) Attendance and Quorums	Art. VI, Sec. 2
(8) Parliamentary Procedures and Voting	Art. VI, Sec. 2, 3 Art. VIII, Sec. 1 (2)
(9) Notification of Meetings	Art. VI, Sec. 3
(10) Annual Reports	Art. VI, Sec. 4
(11) Orientation Training	Art. VI, Sec. 6
(12) Direct Economic Interest	Art. VI, Sec. 7
(13) Representation at CPC	Art. VII, Sec. 5
(14) Endorsements	Art. II, Sec. 4
(15) Subcommittees	Art VI, Sec. 2
(16) Making Amendments to Adopted Bylaws	

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CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

Date:
Adopted July 1991
Amended April, 2001

600-24 Reference: Article III, Section 3
Article V, Section 2
Article VI, Section 3
Article VIII, Section 1 (2), (3), (6)

(1) ENCOURAGING COMMUNITY PARTICIPATION

It is essential to the success of local planning committees that broad community participation be encouraged. To this end, Council Policy 600-24 requires that planning committees periodically seek community-wide understanding of, and participation in, the planning and implementation process. Planning committees must provide participation during review of specific development proposals to property owners, residents, and business establishments affected by the proposed project. Any interested member of the public should be allowed to address the proposal, though time limits and the method of participation can be defined by the group.

The policy also requires a good faith effort on the part of the committees to advertise regularly scheduled meetings and annual elections in neighborhood newspapers and other available means. Usually this includes posting agendas and election notices in public locations, such as local branch libraries, recreation centers, community kiosks or bulletin boards. Many community planning committees have developed their own websites upon which election information can be placed. Also, community newspapers carry articles about the planning committees' activities throughout the year, and advertise the groups' elections. Although the Council Policy 600-24 states that the Planning Department will place advertisements in a Citywide newspaper, this is not done currently. Such advertisements have proven to be ineffective, and instead, the Department will provide camera-ready community-specific advertisements to planning committees or community newspapers upon request.

An important aspect of ensuring broad community participation includes the Council Policy 600-24 requirement that membership be open to all property owners, residents, and local business persons and that committee membership shall not discriminate based on race, color, sex, creed, national origin, sexual orientation, or physical handicap.

Council Policy 600-24 also requires that, "to the extent possible, [community planning committees should] be representative of the various geographic sections of the community and diversified community interests." As a result, many committees are formed based upon geographic districts, although this is not required. Other methods of ensuring diversified community interests include reserving specified numbers of seats for specific recognized groups (homeowners, renters, businesses) or specific local interests (districts, park and school boards, business associations). All such schemes, embodied in particular committee bylaws, are subject to approval by both the City Planning Director and the City Attorney. If not approved at this level, the Council Rules Committee can review and approve proposed changes.

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Date:
Adopted July 1991

600-24 Reference: Article III, Section 3

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CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

Amended April, 2001

Article V, Section 2
Article VI, Section 3
Article VIII, Section 1 (2), (3), (6)

(1) ENCOURAGING COMMUNITY PARTICIPATION (cont'd)

While these methods of fostering diversified community interests are the responsibility of the planning committee, the Planning Department may take an active role in helping to establish diversity on planning committees during the preparation of community plan updates because of the need to seek direct feedback from the community at large. This might include establishment of ad hoc plan update subcommittees or similar groups that increase public participation in the update process.

Although interest in the community planning committee process tends to run highest in areas with controversial developments or neighborhood issues, all committees can generate interest and participation by encouraging lively and well - run meetings and by actively noticing each monthly meeting and the annual election event. Other appropriate means of ensuring participation include networking with other active local and regional groups and by getting involved in local community organizing efforts.

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Date:
Adopted April, 2001

600-24 Reference: Article III

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CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

(2) ELECTED MEMBERS AND GENERAL MEMBERS

Council Policy 600-24 discusses roles and responsibilities of community planning committee members. The Council Policy refers exclusively to elected members of these committees, i.e., the 12-20 members identified in the policy.

Since the adoption of the policy, many committees have developed “general membership” categories of members. This is consistent with the goals of the Council Policy encouraging broad community participation in planning committee activities. However, since general memberships will vary by community, any planning committee provisions addressing general members’ opportunities for participation in the committee, such as voting for elected members, speaking at meetings, participating in subcommittees, should be stated in the planning committee’s bylaws or in procedures referenced in the bylaws.

The role of both the elected planning committee members and any general membership, or other community members, should be clearly described for issue areas such as elections or voting. A sample membership application is attached for your use.

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CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

MEMBERSHIP APPLICATION
COMMUNITY PLANNING GROUP
GENERAL MEMBERSHIP APPLICATION

Name: _____ Date: _____

Mailing Address: _____ Tel. _____ (office)
_____ (home)

The _____ COMMUNITY PLANNING COMMITTEE requires that in addition to being at least 18 years of age, one of the following qualifications be fulfilled in order to be eligible for membership. Check the one that applies (please attach evidence of qualification under numbers).

- _____ 1. Resident of the community.
Residence address (if different than mailing address):

- _____ 2. Property owner in the community.
- _____ 3. Business or Professional person conducting business in the community.
Business name and address (if different than mailing address):

- _____ 4. Other _____
- _____ 5. Proof of Membership Qualification (Driver's License, Business License, Utility Bill, other).

If qualifying under numbers 2 or 3 above, state the capacity in which you will be serving during membership (owner, owner's representative, company representative, etc.):

Signature

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<p>CITY OF SAN DIEGO COUNCIL POLICY 600-24 ADMINISTRATIVE GUIDELINES</p>	
<p>Date: Adopted July, 1991 Amended April, 2001</p>	<p>600-24 Reference: Article III, Section 4</p>

(3) COMMUNITY PLANNING COMMITTEE TERM LIMITATIONS

The basic term limitation requirements in Council Policy 600-24 allow members to serve for up to eight or nine years, depending on the length of their fixed terms. Member terms may be two, three, or four years in length. Members serving for two or four years are limited to a total of eight consecutive years on a committee, while members serving three year terms are limited to nine consecutive years.

Members who have reached the end of their allowed number of terms may, after a one year break in service, again serve on a community planning committee. Breaks in service of less than one year cause subsequent time to count as continuous time against the total number of years of service limits, although the time not in service may be subtracted.

Two exceptions to the term limitations policy were adopted in 1989. Members serving in excess of eight or nine years at the time of the policy amendment in 1989 were allowed to continue their committee membership until the expiration of their then current term. In addition, members who have served more than eight or nine years, if elected to an additional term by at least a two-thirds majority, may serve in excess of the term limits.

Election by a two-thirds majority to a term beyond eight or nine years should be considered "time on" for the purposes of counting continuous service. If an additional term is subsequently sought without a break in service, a two-thirds majority vote is again required. No more than 25% of the total committee membership can consist of members serving in excess of the specified term limits. The term limitation provisions also require that no committee members may serve as officers of the committee for longer than eight or nine years, even if elected to additional terms by a two-thirds majority. In general, unless there is a severe problem with participation in planning committees, members and officers should try to provide for a "changing of the guard" on a regular basis.

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Section 1: Operational Issues

CITY OF SAN DIEGO COUNCIL POLICY 600-24 ADMINISTRATIVE GUIDELINES	
Amended April, 2001	

(4) VACANCIES

Council Policy 600-24 directs each committee to establish procedures in their bylaws for filling vacancies and for defining an excused absence. The filling of vacancies on the committee can have the same potential for controversy that elections have. Because of this, it is important to include vacancy procedures in the bylaws following many of the same principles that are outlined in the administrative guideline on **(6) GENERAL ELECTION PROCEDURES**.

As with election procedures, try to make sure that the committee's procedures for filling vacancies are clearly defined and are as unambiguous as possible. Consider membership requirements, methods for candidates to speak on their qualifications or issues, and who votes for the new member (often, only officers vote to fill existing vacancies), as well as how votes are conducted. It is also important that the procedures are communicated and followed consistently, and that an appearance of impartiality is maintained.

Keep in mind that the policy requires that vacancies shall be filled not later than 120 days following the date of determination of the vacancy, and that if the vacancy is not filled by this deadline it can affect the membership or continued operation of the committee.

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Date: Adopted July, 1991 Amended April, 2001	600-24 Reference: Article VI, Section 4
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Section 1: Operational Issues

CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

(5) COMMUNITY PLANNING COMMITTEE ROSTERS

One of the duties of community planning committees is to maintain up to date rosters of committee members and to submit these rosters to the Planning Department. Along with bylaws and annual reports, the roster is required and made available to the public.

Although it is important to maintain a member roster throughout the year with periodic updates, at least one revised member roster must be submitted to the City in April of each year, following the March committee elections.

Member rosters submitted for City use should contain, at minimum, the following types of information: **Member Name, Address, Telephone Number and FAX and E-mail address, Date or Term Expiration, and Eligibility Category(s)**. The three basic eligibility categories are: **(1) Resident or Tenant, (2) Property Owner, or (3) Business Owner or Business Operator** with an Address in the Community. Some planning committees may have other eligibility categories, particularly newly developing areas which do not yet have residents.

These categories should be clearly identified, and defined if necessary, in the individual planning committee bylaws. Telephone numbers, E-mail address and FAX numbers are important to City staff to have the ability to transmit information electronically in a more timely manner. Planning Department staff also uses this information to invite community planning committee members to training sessions and other City functions.

Member roster information could also be collected from prospective applicants for the filling of vacant community planning committee seats or for prospective candidates for the annual March elections. A sample Member Roster form is attached for your reference. It is suggested that committees use this form, or a form with equivalent information, to help standardize basic member or applicant information.

Note that these rosters are only for listing of the 12-20 members of the planning committee recognized by the Council Policy. Many committees have established "general" membership categories of participation in committee activities. These are often used to establish voting rights for vacancies on the board (see **(6) GENERAL ELECTION PROCEDURES**). The City does not need to retain information about individuals participating in a general membership category.

Note: Planning Committees have requested that members' addresses and telephone numbers not be given to outside parties who may use the lists for commercial or political reasons. Therefore, the City encourages each planning committee to additionally supply the City with a roster containing the following required information: Member Name; Date of Term Expiration; and, Eligibility Category. If the Planning Department has a committee roster in this format, as well as the full mailing and telephone information for the chair, only the basic roster will be made available to non-City requests.

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MEMBER ROSTER

Planning Committee: _____
Name: _____

Date: _____
Name: _____

Section 1: Operational Issues

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Address: _____ Phone-work: _____ Phone-home: _____ District Area(opt): _____ Subcommittee(s)(opt): _____ Eligibility Category: _____ Term Exp: _____ Term Exp: _____ Name: _____ Address: _____ _____ Phone-work: _____ Phone-home: _____ Phone-home: _____ District Area(opt): _____ Subcommittee(s)(opt): _____ Eligibility Category: _____ Term Exp: _____ Term Exp: _____ Name: _____ Address: _____ _____ Phone-work: _____ Phone-home: _____ District Area(opt): _____ Subcommittee(s)(opt): _____ Eligibility Category: _____ Term Exp: _____ Name: _____ Address: _____ _____ Phone-work: _____ Phone-home: _____ District Area(opt): _____ Subcommittee(s)(opt): _____ Eligibility Category: _____ Term Exp: _____ Name: _____ Address: _____ _____ Phone-work: _____ Phone-home: _____ District Area(opt): _____ Subcommittee(s)(opt): _____ Eligibility Category: _____ Term Exp: _____ Term Exp: _____ Submitted by: _____	Address: _____ Phone-work: _____ Phone-home: _____ District Area(opt): _____ Subcommittee(s)(opt): _____ Eligibility Category: _____ Name: _____ Address: _____ Phone-work: _____ District Area(opt): _____ Subcommittee(s)(opt): _____ Eligibility Category: _____ Name: _____ Address: _____ Phone-work: _____ Phone-home: _____ District Area(opt): _____ Subcommittee(s)(opt): _____ Eligibility Category: _____ Term Exp: _____ Name: _____ Address: _____ Phone-work: _____ Phone-home: _____ District Area(opt): _____ Subcommittee(s)(opt): _____ Eligibility Category: _____
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Section 1: Operational Issues

CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

(6) GENERAL ELECTION PROCEDURES

Election procedures are less likely to generate controversy if a sincere effort is made by the committee to make the process open and accessible to the community. According to Council Policy 600-24, each planning committee is charged with establishing their own election procedures to be incorporated into the bylaws or into a procedure referenced in the bylaws. The Council Policy provides four criteria in this Section that must be addressed in the election procedures but leaves, for the most part, the overall content to the discretion of the committee. This discretion is necessary, given the diversity of planning groups throughout the City. The policy further stipulates when and how elections will be conducted. These stipulations should also be reflected in the individual procedures.

The Council Policy also requires that committee members "be elected by eligible community members." Community planning committees have defined "eligible community members" differently, depending on their individual needs. Some groups have defined eligible members as anyone in the community, others have defined a general membership based on more restrictive standards. The policy remains vague on this point to allow for community discretion. A sample membership application is attached for your use.

Because election procedures are not rigidly defined by the Council Policy, they can be closely scrutinized or challenged by the public--and often are. Therefore, clear election procedures should be provided for in the bylaws and consistently followed. When preparing your committee's election procedures, it is important to be as detailed and descriptive as possible, while maintaining some degree of flexibility where necessary (e.g., location of "polls"). Clearly define the roles and responsibilities of committee members participating in the election process. In developing election procedures, try to determine the location of polling places, dates and times of elections to maximize public participation and not committee convenience.

Try to make sure that the election policies in the bylaws or in procedures are readily available to the public and presented consistently. It is useful to prepare detailed instructions that can be distributed in writing.

It is also important to maintain as much objectivity surrounding the committee elections as possible. For example, it is wise to detach any members competing for elected seats from the process. Experience has shown that when candidates running for seats, especially during re-election, are portrayed as being part of a "slate of candidates", a perception arises that a planning committee is not interested in seeking new members or diverse viewpoints, or that the outcome of the election is pre-determined. This, of course, is contrary to the objectives of Council Policy 600-24.

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Date:

Adopted July 1991

Amended April 2001

600-24 Reference: Article VI, Section 2

Section 1: Operational Issues

CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

(7) COMMUNITY PLANNING COMMITTEE ATTENDANCE AND QUORUMS

Regular attendance by elected committee members at scheduled community planning committee meetings is required by Council Policy 600-24. Because of this, the policy requires that a committee seat be vacated if a member fails to attend three consecutive meetings without an excuse. The definition of attendance excuses has been left to individual committees to decide. As a guideline for adoption in the bylaws of individual committees, it is suggested that appropriate excuses include personal or family illness, death in the family, call to active duty in the military, or unavoidable business responsibilities. The committee chair should be notified a minimum of 24 hours in advance if a member is unable to attend a scheduled meeting.

In the absence of a quorum, any business transacted is null and void. In such a case, however, it is the business that is illegal, not the meeting. If the committee's rules require that the meeting be held, the absence of a quorum in no way detracts from the fact that the rules were complied with and the meeting held, even though it had to adjourn immediately.

The only actions that can legally be taken in the absence of a quorum are to fix the time in which to adjourn, recess, or take measures to obtain a quorum (for example, contacting members during a recess and asking them to attend). The prohibition against transacting business in the absence of a quorum cannot be waived even by unanimous consent. In the absence of a quorum, and if it is deemed convenient by the members present, the members may hear a presentation, but cannot vote, on an item. If an important opportunity would be lost unless acted upon immediately, the members present at the meeting can, at their own risk, act in the emergency in the hope that their actions will be ratified at a later meeting at which a quorum is present.

Before calling a meeting to order, the chair should be sure a quorum is present. If a quorum cannot be obtained, the chair should call the meeting to order, announce the absence of a quorum and entertain a motion to adjourn or one of the other motions allowed, as described above.

If a meeting has a quorum to begin with, but members leave the meeting, the continued presence of a quorum is presumed unless the chair or a member notices that a quorum is no longer present. If the chair notices the absence of a quorum, it is his/her duty to declare the fact, at least before taking any vote or stating the question on any new motion. Any member noticing the apparent absence of a quorum can raise a point of order to that effect at any time so long as he or she does not interrupt a person who is speaking. A member must question the presence of a quorum at the time a vote on a motion is to be taken. A member may not at some later time question the validity of an action on the grounds that a quorum was not present when the vote was taken.

If a meeting has to be adjourned because of a lack of a quorum, either before it conducts any business or part way through the meeting, the committee may call another meeting to complete the business of the meeting, or the business trails to the next regularly scheduled and noticed meeting of the committee.

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(7) COMMUNITY PLANNING COMMITTEE ATTENDANCE AND QUORUMS (cont'd)

Council Policy 600-24 also requires that a quorum be present whenever a community planning committee wishes to conduct business or vote on a project or action. Quorums are defined as a majority of non-vacant seats. However, certain committees require a greater number of members be present than a simple majority. A person with an excused absence may **not** count as a member present toward a quorum. See Section (8) for a discussion of quorum related to voting eligibility.

A record of attendance, usually included in the monthly committee minutes, is required to be filed with the Planning Department (contact your community planner). This is required to be filed within fourteen days following approval of the committee minutes. In addition, committee resolutions on specific projects should include whether or not a quorum was present at the meeting. Committees should also vote to approve meeting minutes at the following scheduled meeting, so that, for example, January's meeting minutes should be voted upon during the February meeting and forwarded to the Planning Department within 14 days of the February meeting.

Periodically, community planning committees have trouble retaining member interest. The reasons for declining interest can be varied. If your committee begins to experience problems maintaining a quorum, it could seriously affect the committee's ability to operate effectively. Upon recognition of this sort of problem, it may be useful for the committee chair to contact the Planning Department to consider alternative solutions. A committee whose membership is 20 members may request to amend its bylaws to require fewer members. The minimum number of members allowed is twelve.

All meetings of committees or subcommittees are required to be open to the public. No "executive sessions" or closed sessions of the planning committees are allowed. In comparison, the City Council and Planning Commission are both subject to the Ralph M. Brown Act - the open meeting act adopted by the State of California - and are allowed to conduct closed sessions for purposes of potential litigation, personnel matters, or real estate transactions. None of these matters are within the purview of planning committees.

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Date:
Adopted April, 2001

600-24 Reference: Article VI, Section 2,3
Article VIII, Section 1(2)

Section 1: Operational Issues

CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

(8) PARLIAMENTARY PROCEDURE AND VOTING

Roberts' Rules of Order

Council Policy 600-24 states that all meetings and subcommittee meetings of recognized community planning committees shall be conducted in accordance with Roberts' Rules of Order except as otherwise provided for in the policy or in committee bylaws. Planning committees are encouraged to develop procedures that meet the needs of the community. Roberts' Rules of Order should be utilized only when the committee determines that a community-specific procedure would not be more beneficial to the committee's operation, or when the provision of Roberts' Rules is so common or straightforward that it need not be repeated in the bylaws.

The Agenda

Usually the chair or another designated person is charged with the responsibility for preparing the agenda. The person preparing the agenda can, of course, seek assistance with the task. The agenda consists of the items of business to be discussed at a meeting. An item early on the agenda should be Public Comment. This is consistent with the committee's and Council Policy's goals to invite and encourage broad community participation in committee activities.

As a matter of practice, committees should consider adoption of the agenda as the first order of business at a meeting because until the committee adopts the proposed agenda, it is just that, merely a proposal. When a motion to adopt the agenda is made, the motion can delete items from or rearrange the order of items on the proposed agenda.

Adding items to the agenda at the meeting should not be a regular practice of the planning committee. The published agenda should give the public a clear indication of the planning group's business at the meeting. If, due to a unique opportunity or an unexpected time limitation to vote on a development project, the chair determines that an item should be added to an agenda, the addition must be voted upon by the full committee and must receive a two-thirds vote to be added. Also, some attempt to notify the public should be made. The requirement to notify a developer about the discussion of his/her project is still required in accordance with Article VI, Section 3, of Council Policy 600-24.

Once the agenda has been adopted, the business items on it are the property of the committee, not of the groups or individuals who submitted the items. Any change to the agenda, once it has been adopted, can be made only by motion of the committee and requires two-thirds or larger majorities to pass.

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Date:
Adopted April, 2001

600-24 Reference: Article VI, Section 2
Article VIII, Section 1(2)

(8) PARLIAMENTARY PROCEDURE AND VOTING (cont'd)

Section 1: Operational Issues

CITY OF SAN DIEGO
COUNCIL POLICY 600-24
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Once the agenda has been adopted, each item of business on the agenda will come before the meeting unless: (1) no one moves a motion, (2) no one objects to withdrawal suggested by the sponsoring individual or group, (3) a motion to delete an item from the agenda is made and passed, or (4) the meeting runs out of time before the item can be discussed.

Debate on Motions

Business is accomplished in meetings by means of debating motions. The word "motion" refers to a formal proposal by two members (the mover and seconder) that the meeting take certain action.

Technically, a meeting should not consider any matter unless it has been placed before the meeting in the form of a motion. In practice, however, it is sometimes advantageous to permit limited discussion of a general topic before a motion is introduced. A preliminary discussion can sometimes indicate the precise type of action that is most advisable, whereas presentation of a motion first can result in a poorly worded motion, or a proposal for action that, in the light of subsequent discussion, seems inadvisable. This departure from strict parliamentary procedure must be used with caution, however. The chair must be careful not to let the meeting get out of control.

Normally, a committee member may speak only once on the same question, except for the mover of the main motion, who has the privilege of "closing" the debate (that is, of speaking last). If an important part of a committee member's speech has been misinterpreted by a later speaker, it is in order for the committee member to speak again to clarify the point, but no new material should be introduced. If two or more people want to speak at the same time, the chair should call first upon the one who has not yet spoken.

Committees may want to adopt rules limiting the time a member may speak in any one debate—for example, five minutes. The mover of a motion may not speak against his or her own motion, although the mover may vote against it. The mover need not speak at all, but when speaking, it must be in favor of the motion. If, during the debate, the mover changes his or her mind, he or she can inform the committee of the fact by asking the committee's permission to withdraw the motion.

Determining Results of a Vote

All votes must occur at a noticed, open meeting of the planning committee. Members must be present to cast a vote, and no proxy voting is permitted.

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Article VIII, Section 1(2)

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(8) PARLIAMENTARY PROCEDURE AND VOTING (cont'd)

Most motions are decided by a majority vote. A majority vote is more than half of the vote cast, counted after abstentions are disallowed. If 15 votes are cast, one an abstention, for instance, then a majority will be 8 votes. If 20 votes are cast, 5 as abstentions, a majority is also 8 votes. The total for counting a majority is the votes for and against a motion, not including the abstentions. Based on the discussion below, there are only occasional reasons to abstain. More commonly, members either vote or recuse themselves.

Abstentions and Recusals

Section 15 of The Charter of the City of San Diego contains a provision which states that “No member shall be excused from voting except on matters involving the consideration of his own official conduct or in which his own personal interests are involved.” This language precludes City Council members from abstaining unless a conflict-of-interest exists.

Although this provision of the City Charter does not apply to planning committees, it is an advisable practice for committees to follow. Pursuant to Article VI, Section 2 of Council Policy 600-24, committee members have a duty to attend committee meetings. Implicit in the duty to attend meetings is the duty to participate in, and vote on, matters.

If a direct economic interest exists as discussed in Section (12), the individual may not participate, is not part of the meeting quorum, and is not an abstention. An individual with a direct economic interest does not count toward a quorum on that item, and should physically remove themselves from the committee’s table, and they should not participate in any way as a committee member on that item.

In the unusual circumstance that the number of recusals causes the planning committee to lose a voting quorum, a vote may still be taken. This should only be done if it is not possible to obtain a quorum by continuing the matter in order to include participation by absent committee members. If forced to act with less than a quorum due to these circumstances, the outcome should be forwarded to the City with an explanation of why the vote is less than a quorum vote.

Limited legitimate justifications for abstaining do exist. For example, a committee member may have missed a meeting where important information was presented about the item on the agenda, or the member may be new to the committee that meeting. A committee member who abstains should state for the record the reason for abstaining. A committee member who abstains should do so before the matter is presented or debated. In other words, it is generally inappropriate for a committee member to participate in the debate on a matter, ask questions and express opinions, and then abstain from voting.

Voting Rights of the Chair (Special Prerogative to Abstain)

Participation of the chair in voting on action items is not discussed in Council Policy 600-24, therefore it defers to Roberts’ Rules of Order. Given the nature of planning committee business, and the responsibility of elected members to participate in committee business, the Planning Director and City Attorney believe that chairs should be given the flexibility to participate in the planning committee’s voting.

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Date:
Adopted April, 2001

600-24 Reference: Article VI, Section 2
Article VIII, Section 1(2)

Section 1: Operational Issues

CITY OF SAN DIEGO
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ADMINISTRATIVE GUIDELINES

(8) PARLIAMENTARY PROCEDURE AND VOTING (cont'd)

Robert's Rules of Order state that if presiding officers are members of their groups, they have the same voting rights as any other member. A presiding officer has the right, but not the obligation, to vote and also may cast a vote which will decide an outcome. The Rules do qualify the matter by allowing the "...rule or custom within a particular board... to be used by a committee".

Generally, presiding officers have the same right to debate as other members, but are cautioned that impartiality is best maintained by not participating in the debate. Where presiding officers feel compelled to join the debate, they should first hand the gavel over to the highest ranking member present who has not participated in the debate. The "... rule or custom within a particular board..." applies to the debate as well as to the vote.

Committees should decide which model works best for them: one where the chair both debates and votes; one where the chair debates but does not vote except to make or break a tie; or, one where the chair neither debates nor votes. It is important that whatever model a committee chooses, it should be clearly understood by everyone, memorialized in the committee bylaws or an adopted rule and consistently followed.

Using a model where the chair only votes to break a tie, the outcome of any motion requiring a majority vote will be determined by the chair's action in cases in which, without his/her vote, there is either a tie vote or one more vote in the affirmative than in the negative. Because a majority of affirmative votes is necessary to adopt a motion, a tie vote rejects the motion. If there is a tie without the chair's vote, the chair can vote in the affirmative, thereby creating a majority for the motion. If the chair abstains from voting in such a case, however, the motion is lost (because it did not receive a majority).

If there is one more affirmative vote than negative votes without the chair's vote, the motion is adopted if the chair abstains. If he/she votes in the negative, however, the result is a tie and the motion is therefore lost.

In short, the chairperson can vote either to break or to cause a tie; or, when a two-thirds vote is required, can vote either to cause or to block the attainment of the necessary two-thirds.

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Date:
Adopted April, 2001

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Article VIII, Section 1(2)

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(8) PARLIAMENTARY PROCEDURE AND VOTING (cont'd)

Voting on Revised Projects

Discussion Items or projects should be acted upon only one time by a planning committee. The vote should occur during a timeframe where the planning committee believes there has been an opportunity for public input, or when a development project is at a point where it is close to being finalized. The project should be at a point of certainty where the planning committee vote could recommend approval or denial of the project, or recommend additional conditions, with some certainty that the project upon which the recommendation is based is the project that actually will be considered by the decision maker [the Hearing Officer, the Planning Commission, or the City Council]. Planning committees often identify this point of certainty during the public review period of the environmental document. Other groups are prepared to take a position after the first or second Project Assessment Letter sent to the applicant. Until an assessment letter is sent, planning committees have little guidance from staff regarding the project's compliance with the City's policies or regulations.

However, it is recognized that items or project may be considered over a period of time at multiple meetings. If a project has been substantially revised since a prior vote by the committee, at the committee's discretion the revised project may be placed on the agenda for a new vote by the committee rather than as a reconsideration of a prior vote.

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Date:
Adopted July, 1991
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600-24 Reference: Article VI, Section 2

(9) NOTIFICATION OF MEETINGS

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An important duty of community planning committees is to inform project applicants, neighboring residents and business establishments of upcoming meetings during which proposed projects will be reviewed or voted upon by the committee. It is suggested that subcommittee meetings be announced at the full committee's monthly meeting and be included in mailed or posted meeting notices. All meetings during which specific development projects will be discussed or voted on DO REQUIRE NOTIFICATION of the affected parties.

Adequate notice is not defined by Council Policy 600-24, and community planning committees are not subject to state-wide notification requirements (the Brown Act discussed in an earlier section), since all actions taken are advisory in nature. However, to the extent possible, Committees should provide consistent notification to affected parties in a timely and effective manner.

Suggested guidelines for notification include:

- * Applicants for development projects should receive notice of pending Committee meetings during which their projects will be voted on at least 72 hours prior to the scheduled meeting.
- * Affected property owners or business establishments whose properties abut, front or are otherwise directly affected by the pending development project should be notified at least 72 hours prior to the scheduled meeting.
- * Proposed development projects which have a potential for affecting larger areas of the community or whose significance is of a regional nature should be noticed more widely, if at all possible. If time is available, the meeting at which such projects are scheduled to be voted on should be noticed in one of the local community papers and/or on community bulletin boards or in public library branches.
- * It is suggested that a week to 10-day notice be given to project applicants, affected neighbors and business establishments when controversial or significant regional projects will be voted on. This is the timeframe within which the planning committees' agenda should be mailed out, and allows a project applicant to confirm his/her attendance at the meeting in order to make a presentation or answer questions and hearing the community's concerns.

Community planning committees should establish noticing procedures based upon the above guidelines and should be consistent in their application. Such noticing procedures as are adopted should be included within the committee's procedures. Responsibility for notification of affected parties should be delegated to committee members or subcommittees who accept the responsibilities involved and understand the adopted procedures. Established procedures consistently applied can help create an atmosphere in which local planning decisions are respected and adhered to. It should be noted that legal notices mailed to property owners by the City include a statement about the regular committee meeting time, date and place of that community's recognized planning group.

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Adopted July, 1991
Amended April, 2001

600-24 Reference: Article VI, Section 4

Section 1: Operational Issues

CITY OF SAN DIEGO
COUNCIL POLICY 600-24
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(10) ANNUAL REPORTS

Annual Reports are the third piece of information about planning committees that is part of the public record (along with bylaws and rosters).

Council Policy 600-24 requires that Community Planning Committees submit an annual report to the offices of the City Clerk and the Planning Department by February 15 each year. At this time, Annual Reports are maintained only by the Planning Department and should not be sent to the City Clerk's office.

The importance of the annual report is twofold: it serves as a record keeping tool to help ensure continuity among the committee in the event of membership and officer changes; and it provides the committee, the City and the public at large with an opportunity to review what the committee has accomplished and to set some goals on what the committee would like to accomplish. The February 15th filing date allows the committee as comprised prior to the March election to file a report of its accomplishments.

Annual reports have traditionally varied among committees (perhaps necessarily so) and no one format is preferred, provided that it pertains to the accomplishments and objectives of the committee in carrying out its duty advising the City on community plan preparation, amendments and/or implementation (e.g., reviewing development projects).

The Planning Department has prepared the following annotated outline that your committee can use in preparing an annual report. It is our experience that the reports are easiest to read if they are prepared with short statements or "bullets." The report does not have to follow a chronological format, but it would be desirable to record the dates of votes and the vote results for major projects. In addition, it is not necessary to detail every item considered, but major actions of the committee should be highlighted.

- I. Introduction.** Include the name of the group, its officers and any subcommittees.
- II. Administrative Issues.** Include the number of meetings held, membership changes, revisions to the committee's bylaws, procedures and/or policies.
- III. Plan Preparation and Implementation.** Provide a chronology of participation on a plan update or amendments, ordinance preparation/amendments and rezones, public facilities financing plan, etc. include, if possible, specifics on key actions taken (dates and results of votes).

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Date:
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600-24 Reference: Article VI, Section 4

(10) ANNUAL REPORTS (cont'd)

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COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

- IV. Special Projects.** Document any special projects discussed and voted on by the group. Include specifics on any actions taken. Projects could include policy items, City or regional task forces, General Plan meetings, or political candidate as well as ballot forums.
- V. Project Review.** Document the committee's review and/or actions taken on major discretionary projects. List this information by project name and location if possible. Discretionary projects include variances, street vacations, planned development permits and coastal development permits.
- VI. Objectives.** Address any or all of the above categories. Discussions might include how the group operates or interacts or special projects that the committee would like to pursue.

Preparation of the Annual Report provides an excellent opportunity to account for all the minutes of the previous year. While the report may be prepared by a single member or a subcommittee of the planning committee, it must be discussed and accepted by the committee as a whole before being forwarded to the City.

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Date:
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Amended April, 2001

600-24 Reference: Article VI, Section 6

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ADMINISTRATIVE GUIDELINES

(11) COMMUNITY PLANNING COMMITTEE ORIENTATION TRAINING

Planning committee members require land use planning training to function effectively in the public arena. Recognizing this, Council Policy 600-24 requires each committee member to attend an orientation training session put on by the City Planning Department. This orientation training session usually includes various key concepts necessary for an understanding of the community planning process. The session focuses on the roles and responsibilities of elected members of community planning committees. The training session provides legal indemnification for committee members who complete the training and who act in accordance with Council Policy 600-24 and their planning committee's bylaws.

Typical topics covered include the basics of planning practice, an overview of the City's governmental and Planning Department structure, the role of the General Plan, Community Plan, the discretionary and ministerial permit process, the California Environmental Quality Act, the regulatory and enforcement functions of the City, and the rules and regulations governing the City's community planning committee process, as embodied in Council Policy 600-24. Four-hour orientations are scheduled once a year, typically in June, after the City receives roster information for the new elected planning committee members. Abbreviated sessions are held periodically throughout the year. The City continues to extend an invitation to elected members until they attend a session and City staff confirms their attendance.

It is the duty of the Chair of each individual planning committee to notify the City Planning Department of the election or appointment of new members. As noted above, indemnification is denied the new committee member until the training session is attended. Newly elected members are strongly encouraged to attend the first available session.

Planning Committee members may desire some background on the field of planning. Several good texts are available for the lay planner, including the highly recommended "The Role of the Planning Commissioner," published by the American Planning Association. Your assigned community planner can refer committee members to other relevant books and articles.

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Date:
Adopted July, 1991
Amended April, 2001 (renumbered)

600-24 Reference: Article VI, Section 7

Section 1: Operational Issues

CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

(12) DIRECT ECONOMIC INTEREST

This section of the Council Policy was amended in July, 1990 to clarify the City Council's direction regarding the issue of conflict of interest. The provision requires that members who have direct economic interest in a project, disclose that interest and refrain from voting or participating in any manner as a member of the planning group. It is, however, acceptable for the member to assist in the presentation of the project to the group, so long as it is clear that the member is acting as an applicant and not as a group member.

According to the City Attorney, "direct economic interest" would include being an owner or part owner of the property, business or development which is the subject of the application, or having any financial interest such as a lease or option to purchase the property or a security interest represented by a note deed of trust on the property. During planning committee review of other planning actions, such as ordinances, a conflict of interest would exist if a planning committee member had any kind of direct financial interest in the results of the ordinance and should not participate as a committee member during any actions taken by the committee on that ordinance. For example, if a planning committee member had a home occupation permit and the City was considering actions to amend the home occupation ordinance, that planning committee member should refrain from participating in any planning committee advisory actions on the ordinance amendment.

Community-wide, or large scale actions that include one or more member's property among many would not constitute direct economic interest unless the proposed actions would affect a direct economic interest of a member in a manner different than the affect on the public generally. In general terms, if personal income is derived from approval of a project, the member should refrain from participation.

There may be other fact situations that arise and, as it is difficult to provide a definition that would include every eventuality, if there is a question whether or not it is a situation of direct economic interest, it is advisable to err on the side of caution (i.e., disclosure and non-participation) or to contact the Planning Department for assistance.

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Date:
Adopted July, 1991
Amended April, 2001

600-24 Reference: Article VII, Section 5

Section 1: Operational Issues

CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

(13) REPRESENTATION AT COMMUNITY PLANNERS COMMITTEE MEETINGS

As a means to ensure communication and to solicit citizen input on citywide issues among the various planning committees in the City, the Community Planners Committee (CPC) was instituted. Council Policy 600-24 designates each community planning committee chair to also be the committee's representative at the CPC. Planning committees may designate by "specification" (i.e., vote) someone other than the chair to be the CPC representative, and committees may select an alternate to attend when the designated representative cannot attend the CPC meetings. If neither individual is available to attend, a committee representative may attend a CPC meeting and speak on behalf of the committee, but may not vote on the committee's behalf. Following is the form to use to submit the names and mailing information for a planning committee's CPC representative and alternate.

CPC meetings provide a forum to discuss citywide planning issues. The meetings often include presentations by City Planning Department staff or other speakers on topics of interest to CPC. The meetings are an opportunity to network with other community leaders and to question staff on important policy or development issues. CPC is staffed by a City Planning Department senior staff member well versed in planning and policy issues. Positions taken by CPC on important issues provide a key link with decision-makers at City Hall and in the various City Departments.

The planning committees' role has expanded to take in many task forces and special projects outside of typical planning issues. CPC provides members to many of these efforts. In addition, CPC has formed subcommittees to review various issues in depth, and has made recommendation of great value to City decision makers.

Section 1: Operational Issues

CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

COMMUNITY PLANNERS' COMMITTEE (CPC) MEMBERSHIP DATA

Planning Committee

Date

• I am the committee's representative to CPC

• The designated alternate is:

or

• I am not the committee's representative to CPC.

The committee's action on _____ designated
Date

The CPC representative as:

City staff must receive this information pursuant to CPC bylaws in order for any committee to maintain active membership in CPC.

CHAIR

Please call Theresa Millette at (619) 235-5206 if you have any questions. You may fax this completed

Section 1: Operational Issues

CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

Date:
Adopted July, 1991
Amended April, 2001 (renumbered)

600-24 Reference: Article II, Section 4

(14) ENDORSEMENTS

It's important that community planning committees maintain and reinforce their independence as non-partisan advisors to the City on local land use matters. Because of this, Council Policy 600-24 does not permit individual planning committee members to use their committee affiliation when taking a position on, or endorsement of, a political candidate, or ballot issue. Planning committees, as a whole, may endorse non-partisan ballot measures, but are not permitted to take a position or endorse a political candidate. It is suggested that presentations on competing ballot measures or political candidates be given to planning committees at the same meeting, and that committees should set rules about what kinds of measures they will hear. It would be best to limit such presentations to planning related matters. If political candidates address planning committees, the committees should attempt to invite all candidates for that position to address the committee at the same meeting.

If in doubt, a good general rule of thumb is not to permit use of your committee affiliation in any distributed election materials or broadcast endorsements of any kind (with the exception noted above regarding committee endorsement of non-partisan ballot issues). Provisions regarding prohibition of committee or member identification are valid at any forum or in any medium (newspaper, letters) outside of committee meetings. Council Policy is silent on the issue of whether community planning group members can run for elective (public) office without first resigning from the planning committee. However, planning committee member's running for office should follow the same guidelines laid out for ballot issues and not identify themselves as planning committee members. It's also a good idea to contact your assigned community planner when unsure about this issue.

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Date:

Section 1: Operational Issues

CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

Adopted July, 1991
Amended April, 2001

600-24 Reference: Article VI, Section 2

(15) SUBCOMMITTEES

The only reference to subcommittees in Council Policy 600-24 states that, "all meetings...shall be open to the public and shall be conducted in accordance with Roberts Rules of Order except as otherwise provided in this Council Policy and/or committee bylaws." It is up to each individual community planning group to decide whether or not it wants to establish subcommittees. Subcommittees can be very useful in helping a planning committee carry out their responsibility of advising the City in the preparation and implementation of a community plan. Subcommittees allow for increased participation in the community planning process. They have also proven to shorten the meeting of the full committee by developing recommendations upon which the committee can vote.

The majority of recognized community planning committees in the City have active subcommittees. The type and composition of the subcommittees varies. Many of these planning groups have some sort of subcommittee that reviews development proposals.

The composition or membership of a subcommittee may be decided upon by each community planning committee. There are no restrictions on the size of the subcommittee, or on the number of elected versus non-elected (or general) members. However, any member of a subcommittee that is not an elected community planning committee member, is not indemnified nor legally protected by the City's indemnification policy.

Because subcommittees serve as official arms of the planning group, they should adhere to the provisions of Council Policy 600-24 stated above. All subcommittee meetings must be open to the public. In order to make sure that subcommittees are as open as possible, meetings should not be held in private homes. In addition, the Planning Department recommends that subcommittees adhere to all of the other provisions of Council Policy 600-24 that might apply. The Planning Department also recommends that the composition and operating procedures of subcommittees be included in the planning committee's bylaws.

Any recommendation or a subcommittee must go through the community planning committee for an official vote. Council Policy 600-24 specifically states in Article I, Section 4, that: "the official positions and opinions of the committee shall not be established or determined by any organization other than the committee." Therefore, the City will not recognize subcommittee recommendations if presented directly to the City without being voted upon by the community planning committee. It is acceptable for subcommittee recommendations to the full committee be placed on the committee's agenda as consent items for action by the full voting board. Only the full committee's vote should be sent to the City, including votes taken regarding development projects.

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Date:
Adopted April, 2001

600-24 Reference:

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CITY OF SAN DIEGO
COUNCIL POLICY 600-24
ADMINISTRATIVE GUIDELINES

(16) MAKING AMENDMENTS TO ADOPTED BYLAWS

When a community planning committee desires to amend its bylaws, the amendment should be discussed in accordance with procedures or bylaw provisions previously set up by the committee.

After the planning committee has voted to approve the bylaw amendment, it should be forwarded to the assigned community planner. The staff planner prepares a resolution discussing the date and content of the planning committee's proposed amendment. The amendment is reviewed by the Planning Director and City Attorney for conformance with Council Policy 600-24 and with the committee's bylaws. If consistent, it can be approved by the Planning Director and City Attorney. If there is a question about consistency, or if it is not consistent with Council Policy 600-24 or the bylaws, then the community planner will schedule the item to be discussed at the Rules Committee of the City Council. The amendment may be accepted or rejected. The amendment is not in effect until it is approved by the City.

If a planning committee wishes to establish any procedure either called for in the Council Policy, or to replace a provision of Roberts Rules of Order, the procedure may be included within the committee's bylaws, become an appendix, or may be established as a separate procedure acknowledged by an amendment to the bylaws. When a planning committee establishes a procedure, the bylaws should be amended to specifically identify the existence of the procedure and its general content. Procedures are also subject to Planning Director and City Attorney approval.

Section 1: Operational Issues

1.3 Ordinance 0-17086

(O-88-185 REV. 1)

ORDINANCE NUMBER O-17086 (NEW SERIES)
ADOPTED ON APR 25 1988

AN ORDINANCE PROVIDING FOR LEGAL REPRESENTATION
TO AND INDEMNIFICATION OF COMMUNITY PLANNING
COMMITTEES AGAINST CLAIMS FOR DAMAGES.

WHEREAS, the successful implementation of the Progress Guide and General Plan of the City of San Diego requires the thoughtful and deliberate development of community plans; and

WHEREAS, the development of community plans requires the cooperation and participation of citizens who have the personal knowledge of the needs and aspirations of their respective communities; and

WHEREAS, the City Council has adopted Council Policy 600-5 entitled "Community Plans" which provides in part:

1. That in urbanized areas the citizens' group has established, to a reasonable degree, a formal organization structure which is capable of providing proper coordination and communications with City staff forces. In nonurbanized areas the Planning Commission will serve as the citizens' group unless and until a citizens' group is recognized by the City Council; and for whatever period the Commission performs this function, it shall do so with the invited participation of the chairmen of existing citizens' groups representing areas contiguous to that which is the subject of a proposed development plan.
2. That said citizens' organization contains as broad a base of local representation as is feasible and practical, and it is expected that community real property owners will be active in the leadership and the formation of any such programs.
3. That said citizens' organization has an awareness of its duties and responsibilities in participating in the planning process and acknowledges a willingness to accept these responsibilities.
4. That said citizens' organization shall, in collaboration with City staff, select appropriate study area boundaries and present a tentative outline of objectives and its work program.
5. That during an early stage of the work program the citizen planning group shall, in consultation with property owners and City staff, establish and submit reasonable time schedules for the various phases of the program to the Planning Commission.

WHEREAS, the City Council has adopted Council Policy 600-9 entitled "Community

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Planners Committee" which provides in part:

1. This citizens' organization shall be composed of the chairman, or officially designated representative, or alternate of each of the community planning committees as recognized under Council Policy 600-5, and shall be known as the "Community Planners Committee."

2. In its advisory capacity, this citizens' organization shall participate in reviewing and recommending to appropriate bodies actions deemed necessary and desirable for the timely and continued effectuation of goals, objectives and proposals contained in the General Plan.

3. This citizens' organization shall be responsible for participating in an advisory capacity in the comprehensive review of the General Plan as prescribed in Council Policy 600-7.

4. In the discharge of its responsibility in the five-year comprehensive review of the General Plan, this citizens' organization shall function as a nucleus committee to which augmentation may be necessary and desirable to ensure maximum utilization of local citizen resources. Selection of such augmentation shall be the responsibility of the Mayor and City Council and shall be only of such duration as is necessary to complete the preparation of General Plan revisions for recommendation to the Planning Commission and City Council for adoption.

5. This citizens' organization shall undertake such other studies or make such recommendations on citywide issues related to the General Plan as may be requested by the City Council, Planning Commission and Planning Department, City Manager or other official City agency.

6. This citizens' organization shall serve in an advisory capacity to the community planning committees officially recognized under Council Policy 600-5 primarily to achieve the desired objective of insuring maximum coordination on a comprehensive or citywide basis and promotion of solutions of matters of mutual concern shared among the communities of San Diego.

WHEREAS, the City Council has adopted Council Policy 600-24 which provides a procedure under which citizens who are interested in participating in the planning process in an advisory capacity may form organizations and request recognition, in their advisory capacity, by the City Council as community planning committees; and WHEREAS, community planning committees devote countless hours of their time and substantial private resources in assisting the City of San Diego in the development and implementation of community plans and the Progress Guide and General Plan; and

WHEREAS, the voluntary efforts of community planning committees are of inestimable value to the citizens of the City of San Diego; and WHEREAS, recent developments have caused community planning committees to become concerned about possible exposure to litigation arising from participation in the planning process; and

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WHEREAS, the concerns about personal exposure to litigation have jeopardized the vitality of the planning process and, unless eliminated, may cause the collapse of the process that provides essential citizen participation; and

WHEREAS, Section 40 of the Charter of the City of San Diego provides, inter alia, that the City Attorney shall perform such other duties of a legal nature as the City Council may by ordinance require; and

WHEREAS, the Council of the City of San Diego finds and declares that the provision of legal services by the City Attorney and the indemnification against damages resulting from a judgment against any community planning committee or the elected or appointed member thereof serving and acting in such capacity would constitute expenditure of public funds which-serves the highest public interest and purpose; NOW, THEREFORE, BE IT ORDAINED, by the Council of the City of San Diego, as follows:

Section 1. Except as hereinafter provided, the office of the City Attorney shall defend and the City of San Diego shall indemnify the Community Planners Committee established by Council Policy 600-9, and any community planning committee established pursuant to Council Policy 600-24, hereafter collectively referred to as "Committee," and the duly elected or appointed members thereof against any claim or action against such committee or member if all of the following circumstances exist:

A. The person is a duly-elected or appointed member of a committee recognized and operating in accordance with Council Policy 600-9 or Council Policy 600-24; and the person attended a community planners' training course conducted by the Planning Department of the City of San Diego prior to participating in the activity which gave rise to the claim or action against the committee or member;

B. The alleged act or omission occurred or was authorized during a lawful meeting of the committee or subcommittee thereof;

C. The alleged act or omission was within the reasonable scope of duties of a committee as described in Council Policies 600-5, 600-6, 600-9 and 600-24 and was not in violation of any provision of the bylaws adopted by the committee and approved by the City Council;

D. The member or committee has made a request in writing to the City for defense and indemnification within five (5) working days of having been served such legal papers; and

E. The member or committee has performed his/ her or its duties in good faith with such care, including reasonable inquiry, as an ordinarily prudent person or persons in a like position would use under similar circumstances.

Section 2. The City of San Diego may decline to represent a member or a committee that would otherwise be entitled to defense and indemnification under this ordinance if either of the following circumstances exist:

Section 1: Operational Issues

A. The member or committee does not reasonably cooperate with the City Attorney in the defense of the claim or action; or

B. The member or committee acted or failed to act because of fraud, corruption, actual malice or bad faith.

Section 3. In the event the City Attorney determines that a member or a committee is not entitled to or should not receive a defense and indemnification under this ordinance, the City Attorney shall promptly advise the City Council and the member or committee.

Section 4. The provisions of this ordinance apply only to members of committees established and recognized by the City Council pursuant to Council Policy 600-9 and Council Policy 600-24.


Section 5. Representation and indemnification shall not be provided by the City of San Diego in any administrative or judicial proceeding initiated by a committee or its members against the City of San Diego, its agencies or representatives or any other party or organization nor shall representation and indemnification be provided to a committee or its members against damages to any person or organization which are alleged to have resulted from the initiation of any administrative or judicial proceeding by a committee or its members.

Section 6. In no event, shall representation or indemnification be provided against a claim or judgment for punitive damages.

Section 7. This ordinance does not constitute an admission or a waiver of the position of the City of San Diego that committees are not official advisory boards of the City of San Diego and the members thereof are not officers, employees or servants of the City of San Diego.

Section 8. This ordinance shall take effect and be in force on the thirtieth day from and after its passage.

APPROVED: JOHN W. WITT, City Attorney

By 
Frederick C. Conrad
Chief Deputy City Attorney

FCC:cc:ta
03/31/88
04/12/88 REV. 1
Or.Dept. Plan.
0-88-185
Form=o.none

Section 1: Operational Issues

1.4 Brown Act

LESLIE E. DEVANEY
ANITA M. NOONE
LESLIE J. GIRARD
SUSAN M. HEATH
GAELB. STRACK
ASSISTANT CITY
ATTORNEYS
RICHARD A. DUVERNAY
DEPUTY CITY ATTORNEY

OFFICE OF
THE CITY ATTORNEY
CITY OF SAN DEEGO
Casey Gwinn
CITY ATTORNEY

CIVIL DIVISION
1200 THIRD AVENUE,
SUITE 1K
SAN DIEGO, CALIFORNIA
92101-4100
TELEPHONE (619) 533-
5800
FAX (619) 533-5856

MEMORANDUM OF LAW

DATE: March 7, 2000
TO: Betsy McCullough, Long Range Community Planning Director
FROM: City Attorney
SUBJECT: Application of Brown Act to Community Planning Groups

QUESTION PRESENTED

You have asked me to update and expand a legal opinion issued by our Office in 1982 on the issue of whether Community Planning Groups are subject to the Brown Act.

SHORT ANSWER

The Brown Act only applies to the legislative bodies of local agencies. Local Planning Groups do not fit the statutory definition of a "legislative body." They are considered private organizations because membership is not under the control of the City and they are not delegated legal authority by the City Council to take actions on behalf of the City.

ANALYSIS

The Brown Act was enacted to ensure public access to local government. Cal. Gov't Code §54950 - 54952. It provides that "[a]ll meetings of the legislative body of the local agency shall be open and public, and all persons shall be permitted to attend any meeting of the legislative body of a local agency, except as otherwise provided in this chapter." Cal. Gov't Code § 54953. The Brown Act is directed toward the conduct of public officials and seeks to ensure that their actions be taken openly and that their deliberations be conducted openly. *Farron v. City and County of San Francisco*, 216 Cal. App. 3d 1071, 1074 (1989).

The people, in delegating authority, do not give their public servants the right to decide what is good for the people to know and what is not good for them to know. The people insist on remaining informed so that they may retain control over the instruments they have created.

Section 1: Operational Issues

Cal. Gov't Code § 54950.

Betsy McCullough
2000

-2-

March 7,

Although the Brown Act has a broad purpose, it only applies to those entities which it defines as "legislative bodies of local agencies." Cal. Gov't Code § 54953. For example, the Council of the City of San Diego is a legislative body subject to the Brown Act. Cal. Gov't Code § 54951, *see also San Diego Union v. City Council*, 146 Cal. App. 3d 947 (1983) (City of San Diego is a local agency). Legislative bodies are also defined in relevant part as "[a] commission, committee, board or other body of a local agency, whether permanent or temporary, decision making or advisory, created by charter, ordinance, resolution or other formal action of a legislative body." Cal. Gov't Code § 54953 (b). For example, where a school board created an advisory committee in order to investigate, review, and deliberate on parental complaints, the advisory committee was deemed a legislative body and was thus subject to the Brown Act. *Fraze v. Dixon Unified School District*, 18 Cal. App. 4th 781 (1993). The school board was the local agency. *Id.* at 793. The school board created the advisory committee pursuant to school board policy 7138. *Id.* The school board appointed all of the members of the committee. *Id.* at 792. The committee exercised the investigatory and review authority delegated to it by the school board. *Id.*

In contrast, the court held that if a private organization operating a coal exporting facility was a pre-existing organization which simply entered into a contractual arrangement with the City to develop a coal facility, the organization did not meet the statutory definition of a legislative body and was not subject to the Brown Act. *International Longshoremen's and Warehousemen's Union v. Los Angeles Export Terminal*, 69 Cal. App. 4th 287 (1999). The City would not have created the coal export organization, it would have merely chosen to do business with it. *Id.*

Similarly, although the City "officially recognizes" Community Planning Groups [CPGs], it does not create, maintain, or manage them. They are voluntarily created and perpetuated by interested members of the local communities. The appointment of members is not subject to review or approval by the City Council or any other City agency. Article III, Section 2 of Council Policy 600-24 provides that "[t]he members of this committee shall consist of the members as of the date of recognition by the City Council, and of such additional members as shall thereafter be elected by eligible community members in the manner prescribed by these Operating Procedures." Section 3 goes on to provide that: "Community planning committee members shall be elected by and from eligible members of the community."

It is also important to note that no authority of the City is delegated to CPGs. Under City Council Policy 600-24 "[t]he City merely 'recognizes' one group of individuals over others for purposes of receiving input on certain land use matters." 1992 Op. City Att'y 366, 367. There is no agency relationship established between the City and a particular CPG by the City's mere recognition of a group. *Id.* at 367. Thus, because the City does not appoint or control membership of CPGs and does not delegate authority to act on behalf of the City to the CPGs, CPGs are not legislative bodies. Because they are not legislative bodies they are not subject to the Brown Act.

Section 1: Operational Issues

It must be understood, however, that in exchange for official recognition from the City, CPGs are encouraged to follow the spirit of the Brown Act. Council Policy 600-24 establishes Betsy McCullough -3- March 7,2000 procedures to be incorporated into the bylaws of each CPG in order to qualify for official recognition. Although these procedures are not as expansive as those in the Brown Act, they do serve the same general purpose of keeping the meetings open to the public. For instance, "[a]ll meetings of committees and subcommittees shall be open to the public . . . except as otherwise provided in this Council Policy and/or committee bylaws." Council Policy 600-24, art. VI, § 2.

In addition, Administrative Guidelines for Council Policy 600-24 further elaborates on encouragement of community participation. Section 1 provides:

[CPGs are required to] periodically seek community-wide understanding of, and participation in, the planning and implementation process. [They] must provide participation during review of specific development proposals to property owners, residents, and business establishments affected by the proposed project. Any interested member of the public should be allowed to address the proposal, though [the CPGs can define] time limits and . . . method[s] of participation [CPGs must also make] a good faith effort . . . to advertise regularly scheduled meetings and annual elections


Administrative Guidelines for Council Policy 600-24, § (1) Encouraging Community Participation (1991).

CONCLUSION

Community Planning Groups are not subject to the Brown Act because they do not meet the statutory definition of a legislative body. The local agency, the City, would have to create and annually appoint the membership of Community Planning Groups in order for them to qualify as legislative bodies. The City does not create Community Planning Groups, it merely recognizes them. Although Community Planning Groups are not subject to the Brown Act, they are required by Council Policy 600-24 to establish procedures which encourage community participation. Thus, they comply with the spirit of the Brown Act by striving to be open and public in the conduct of their business.

CASEY GWINN, City Attorney

By


Richard A. Duvernay
Deputy City Attorney

RAD:lc:623(x043.2)
ML-2000-5

Section 1: Operational Issues

1.5 Sample Chair Introduction **Uptown Community Planning Committee**

The Uptown Community Planning Committee is the officially recognized advisory committee to the San Diego City Council. Our role is to review and provide recommendations to the City on land use and development-related projects and issues that fall within the Uptown Community Planning Area. While we are an advisory body we are not a decision making body – we merely give our advice to city officials, the Planning Commission and City Council.

The Uptown community is made up of the neighborhoods bounded by I-5 freeway on the west, Park Boulevard on the east, the I-5 “S” curve Downtown on the south and the southern rim of Mission Valley on the north.

My name is Alex Sachs and I am the chair of Uptown Planners and I reside in University Heights. All of the board members are either residents or business owners in the Uptown area and elected by the community during general elections that are normally held in March. The other elected board members will now introduce themselves.....

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1.6 Sample Agenda San Ysidro

SAN YSIDRO PLANNING & DEVELOPMENT GROUP NOTICE OF PUBLIC MEETING

Tuesday, September 16, 2003 at 5:30 p.m.

San Ysidro School District Education Center Board Room
4350 Otay Mesa Road (North of Beyer Blvd) in San Ysidro, California
[Michael Freedman, Chairman, (619) 428-1115 x302]

- 1. Call to Order and Roll Call.**
- 2. Approval of Minutes of Previous Meeting:** July 15, 2003 (no meeting in August)
- 3. Vacancy Announcement :** One. See Action Items.
- 4. Additions to Action Items: (Requires vote of 2/3 of the quorum)**
- 5. Announcements: (Board, City Staff, & Public) & Non-Agenda Public Comment.**
- 6. Action Items:**
 - a. San Ysidro Border Station Expansion.** General Services Administration. Ramón Riesgo (Border Stations Specialist) & Steve Baker (Project Manager) will present information on various strategies GSA is working on, including: project status, and an overview of the *Design Excellence Program & Good Neighbor Program*.
 - b. West San Ysidro Boulevard Streetscape Plan.** City of San Diego, Engineering & Capital Projects. Walter Gefrom will present the street lights & street trees design for the area between Via de San Ysidro and Cottonwood Road. Work is expected to start in December.
 - c. Sprint PCS Cellular Antenna (“San Ysidro East”).** Project Design Consultants. Jim Kennedy. Proposed 35 foot high monopole imitating a broadleaf tree, along with equipment enclosures. To be surrounded by three new live Goldenrain trees. Near an existing 100 foot high cell antenna, north of the San Ysidro School District Office, east of I-805.
 - d. Americana Inn Camping Park.** Algert Engineering. John Pizzato. Conditional Use Permit for 33 space RV parking on a vacant 1.23 acre (53,781 sq ft) portion of a 3.94 acre (171,724 sq ft) site (which has an existing motel). Sunset Lane northeast of W. San Ysidro Blvd.
 - e. Beyer Apartments.** Wakeland Housing & Development Corp. Barry Getzel (Project Manager). Site Development Permit, Rezone, Community Plan Amendment & Planned Development Permit for a proposed 60-unit multifamily complex located on a vacant 2.5 acre (110,206 sq ft) site. Beyer Blvd south of Precision Park Lane. Reviewed in 9/02 & 5/03.

Section 1: Operational Issues

- f. **San Ysidro Industrial Park, Ltd.** James Schneider. San Ysidro & Otay Mesa Community Plan Amendments, Rezones and other associated actions for a proposed housing project on ±160 acres of vacant land generally east of the trolley/railroad.
- g. **Election.** By boardmembers. Fill one vacancy to complete term ending March 2006.

7. Information Items

- a. San Ysidro Intermodal Transportation Center – update (if any)
- b. Chairman’s report on Community Planners Committee meeting (7/22)
- c. Report from representative to the Transportation Working Group (S. Otto)
- d. Report from delegate to Otay Mesa Planning Group (B. A. Gonzalez)
- e. Report from representative to Transportation Collaborative (J. Goudeau)
- f. Status of zoning violations at 147 & 151 W. San Ysidro Blvd (T. Millette)

This information will be made available in alternative format upon request. To request an agenda in alternative format, to request a sign language or oral interpreter, or to request Assistive Listening Devices (ALD’s) for the meeting, you must call the City of San Diego at (619) 235-5200 at least five working days prior to the meeting to insure availability.

MANNER OF FILLING VACANCIES & EXCERPTS FROM BYLAWS

Approved by San Ysidro Planning and Development Group on 01/17/91 and Planning Director/City Attorney Resolution No. 029. Amendments approved by the San Ysidro Planning and Development Group on 01/19/99 and City Manager/City Attorney Resolution No. 108 of August 5, 1999.

Vacancies that may occur on the committee shall be filled by the committee . . . according to the following procedures:

- A candidate . . . must meet the eligibility requirements . . . [and] may be solicited and proposed by committee members, or may be proposed from the floor by any interested person(s) *[see below for eligibility requirements]*
- Vacancies shall be filled by a majority of the non-vacant committee seats, or, in the event the number of qualified candidates exceed the number of vacant seats, by secret ballot of the committee members constituting a majority of the non-vacant seats and wherein the candidate(s) with a plurality of votes cast shall be elected to the vacated seats
- Vacancies shall be announced in each regular meeting agenda so long as such vacancy shall exist, and such publication shall constitute official notification of vacancy for the purposes of nomination and election.

The term of office of any member filling a vacancy . . . shall be for the balance of the vacated term.

When the planning committee is unable to fill a vacancy within 120 days . . . the committee shall either amend its bylaws to permit decreased membership to a minimum of 12 members, or report in writing . . . and request assistance from, the City Council.

Section 1: Operational Issues

The members of this committee shall be elected by and from eligible members of the community. To be an eligible community member, an individual must be

- at least eighteen (18) years of age; and
- a property owner; or
- a resident; or
- a local business person with a business address in the community and employees or operators of the business at that address

Each person requesting to become a member shall be required to complete the “Application for General Membership . . .”

Not more than 20% of the total number of [the 15] committee seats . . . shall be held by individuals serving as representatives of community-based organizations and/or institutions [which] shall meet the requirements specified above for a local businessperson.

. . . committee members shall to the extent possible be representative of the various geographic sections of the community and diversified community interests.

Section 1: Operational Issues

August 5, 1999
EXHIBIT "B"
[form modified July 2001]

**SAN YSIDRO PLANNING AND DEVELOPMENT GROUP
APPLICATION FOR GENERAL MEMBERSHIP**

NAME _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

DATE OF BIRTH ____/____/____

TELEPHONE: (HOME) () _____

(BUSINESS) () _____

(E-MAIL) _____

MEMBERSHIP CATEGORY (CHOOSE JUST ONE)

- RESIDENT (HOMEOWNER OR TENANT AT ADDRESS LISTED ABOVE)
- NON-RESIDENT PROPERTY OWNER – LIST PROPERTY ADDRESS OR APN

- BUSINESS – LIST BUSINESS ADDRESS

- COMMUNITY BASED ORGANIZATION (CBO) – LIST NAME OF ORGANIZATION AND ATTACH SIGNED LETTER FROM THE GOVERNING BOARD DESIGNATING YOU THEIR OFFICIAL REPRESENTATIVE

SIGNATURE

DATE

DO NOT WRITE BELOW THIS LINE

Return to: Michael Freedman, Chair, 3833 Via Del Bardo, San Ysidro, CA 92173-1557
Fax (619) 428-2802 or e-mail michaelf@casafamiliar.org

Section 1: Operational Issues

1.7 Sample Minutes San Ysidro

DRAFT MINUTES SUBJECT TO CORRECTION AND APPROVAL AT A SUBSEQUENT MEETING

SAN YSIDRO PLANNING & DEVELOPMENT GROUP

Minutes from July 15, 2003

1. **Call to order:** 5:37 p.m. by M. Freedman, Chair.

Roll Call: D. Adame, L. Alvarez, M. Dolemakian, D. Flores, M. Freedman, E. Gonzales, B. Gonzalez, S. Gonzalez, J. Goudeau, S. Otto.

Excused: R. Cordoba, M. Paul, A. Perez, J. Serhan. Unexcused: none

A quorum of 10 was present at Roll Call. M. Dolemakian asked to be excused at 5:40 pm and a quorum of 9 was maintained.

2. **Approval of Minutes of Previous Meeting:** Motion by S. Otto, 2nd by B. Gonzalez to approve the Minutes of June 17, 2003 as written. **Motion passed 9-0.**

3. **Vacancies:** One vacancy announced and published. To be filled at the next meeting.

4. **Additions to the Action Items agenda:** None

5. **General Announcements and Non –Agenda Public Comments:**

(4 announcements on published agenda.)

***General Plan Update and Pilot Village Program – Anna McPherson, City of San Diego Senior Planner, updated the group as to where the Planning Department is with regards to the General Plan Update. Ms. McPherson presented the “*General Plan Work Program Status – June 2003*” which includes: 1. Existing Conditions Data Collection, 2. Pilot Village Program, 3. Community Plan Initiatives, 4. Financing Strategies, and 5. General Plan Update (with detailed information of the eight (8) elements to be updated by the General Plan.) This also includes contact information for each planning staff member heading up the elements. Information:

<http://sandiego.gov/cityofvillages/> or by contacting Anna at (619) 235-5215. The State has asked the Planning Department to review the area’s Environmental Justice with regard to distribution of land uses. She also invited input to be submitted for the Pilot Village Program and will be attending our meetings quarterly to provide additional updates. The next public forum for the Strategic Framework and City of Villages (Mobility Element): September 25, 2003 at the Santa Fe Room, Balboa Park Club Building, from 6:00 to 7:30 pm.

a. Park & Recreation Board – Chair announced that Mr. Daniel W. Coffey, of Otay Mesa’s Ocean View Hills, was appointed on June 30 by Mayor Dick Murphy to replace Doug Perry.

b. SANDAG – Chair announced the Committee on Binational Regional Opportunities (COBRO) annual summer conference was held here on Friday, July 11, 2003, 8am-3pm at the San Ysidro Multicultural Complex.

c. San Diego River Park – Chair announced a presentation of the Master Plan to restore and enhance San Diego River from Julian to Ocean Beach. July 23, 11:45 am-1:30pm. Speakers: Mayor Dick Murphy, Assemblymember Christine Kehoe, Sam Schuchat. Pre registration at (619) 515-3290.

d. San Ysidro Border Station Expansion – Chair announced that GSA & CalTrans would hold a scoping meeting on Wednesday, July 23 from 3-7pm at the San Ysidro Multicultural Center, 4345 Otay Mesa Road.

e. “First Friday Breakfast” – Chair announced that County Supervisor Greg Cox will hold the monthly breakfast on August 1st. RSVP at (619) 531-5511.

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Section 1: Operational Issues

DRAFT MINUTES SUBJECT TO CORRECTION AND APPROVAL AT A SUBSEQUENT MEETING

f. San Ysidro Sin Limites/Unlimited – D. Flores announced the next San Ysidro Sin Limites Community Workshop will be held on Thursday, August 7 from 6-7:30pm, San Ysidro Civic Center - 212 W. Park Avenue. The focus of the meeting will be San Ysidro's neighborhood serving commercial development. Information at (619) 428-1115.

6. Action Items:

a. San Ysidro Industrial Park – Mr. Jim Schneider, representing various property owners for the vacant hillside area easterly of East Beyer Boulevard (including portions of the Otay Mesa CPA) presented the initial development proposal. He said they believe they will need a Plan Amendment & Rezone from industrial, low density residential and open space to medium/high density residential (up to 60 d.u. per acre) and open space on ±180 acres of vacant land. The proposal includes 3,000 dwelling units, a possible underpass near Bolton Hall Road for vehicular access, and retail uses. The proposal also includes integrating some of the property which is in the Otay Mesa CPA into the San Ysidro CPA. Mr. Schneider is requesting assistance from the Planning Department to develop an “urban village”. The proposed plan includes for-sale dwelling units as well as rentals, with 35% of the units available for low/moderate income affordable housing.

T. Millette and A. McPherson, of the Planning Dept., commented that the proposal has a very aggressive timeframe and that the Plan Amendment itself could take some time. They suggested that the work ahead includes: the Community Plan Amendment, adjustment of the General Plan, Zoning designation, Environmental Impact Report and project development.

The planning group wanted more information as to the makeup of the “village master plan,” vehicle & pedestrian access tied to the existing community, proposed land uses, distribution of services, amenities, open space and housing. Also, how infrastructure was going to be dealt with and the affects on local area schools and the larger proposal at hand for San Ysidro, the *Mi Pueblo - Pilot Village* application. **No Action was taken.**

b. City of San Diego – Car Sales in the Public Right of Way. T. Millette, City Planner, explained the ordinance that would prohibit sales at designated locations. She was requesting recommendation of locations in San Ysidro that should be considered off-limits for vehicle sales along public streets. The ordinance does not affect private property. Following the discussion:

Motion by S. Otto, 2nd by B. Gonzalez to recommend both East & West San Ysidro Boulevard and Beyer Boulevard (4200 to Dairy Mart Rd.) to be designated off-limits for vehicle sales in the public right of way. Motion passed 9-0.

c. General Services Administration – San Ysidro Border Station Expansion. Chair presented the GSA Notice of intent to prepare an EIR/EIS. A summary of what the EIR/EIS will address was included in the agenda mail out. GSA will receive comments on the scope and content until July 24, 2003. The intent is to examine four alternatives to develop the Virginia Avenue crossing expanding the existing Port of Entry. Comment by the group revolved around protecting the community from the loss of commercially-zoned property and redevelopment area tax increment to large, non-revenue generating public infrastructure and the fact that the impact to the “entire” community was not included in the scope. The Chair reiterated the planning group's previous actions in 1996, 1997 and October 2000 when it was voted unanimously to not support any recommendations that doesn't conform to the Community Plan. None of the previous proposals and studies satisfactorily addressed Environmental Justice for the community and that the previous designs offered did not look at the entire POE comprehensively. The San Ysidro Business Association presented its 11-point issues and concerns.

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Section 1: Operational Issues

DRAFT MINUTES SUBJECT TO CORRECTION AND APPROVAL AT A SUBSEQUENT MEETING

Motion by D. Flores, 2nd by B. Gonzalez to re-affirm the position adopted in October 2000.

Motion passed 9-0. *Motion by D. Flores, 2nd by E. Gonzales to recommend that the entire 1990 San Ysidro*

Community Plan Area boundaries must be included in any scoping or environmental studies; further, that the unique, historic, and diverse characteristics of the San Ysidro community be considered under the criteria of environmental justice as required by Executive Order 12898 of 11 February 1994. Motion passed 8-0. (E. Gonzales left following the vote – a quorum of 8 was maintained)

d. City of San Diego – Amendments to the Land Development Code. Proposal to include new Community Plan Open Space Overlay Zone, and changes to Grading Regulations, Steep Hillside definition, Environmentally Sensitive Lands, and Transit Area Overlay Zone. Continued due to insufficient time to review. **No Action Taken.**

e. City of San Diego – Open Space Preservation & Maintenance. Proposed revision to Council Policy 600-23 focusing on retention of open space where City has a property interest. Does not apply to private land except where an existing Open Space restriction has been placed. Continued due to insufficient time to review. **No Action Taken.**

f. City of San Diego – Canyon Sewer Cleaning Program. Draft Program EIR. City proposal for the cleaning & maintenance of its entire sewer pipelines within canyons and other environmentally sensitive lands, and to construct new temporary access paths where necessary. Continued due to insufficient time to review. **No Action Taken.**

7. Information Items:

a. San Ysidro Intermodal Transportation Center – Chair noted that Police Department has requested a better traffic control plan for the ongoing construction.

b. Chairman's report on Community Planners Committee meeting. Chair handed out copies of meeting notes. T. Millette mentioned that the companion unit regulations were not accepted, as the CPC feels they need to more restrictions.

c. Report from the Transportation Working Group rep (S. Otto) – No report.

d. Report from delegate to Otay Mesa Planning Group (B.A. Gonzalez) – No report.

e. Report from representative to Transportation Collaborative (TBD) – No report.

f. Status of Zoning violations at 147 E. San Ysidro Blvd. – No report

g. M. Castellanos, Mayor's Representative announced that the City Council returned \$2M to Park & Rec. The San Ysidro Swimming Pool and the Community Service Center stay open.

Meeting adjourned at 7:53 p.m.

Minutes submitted by Secretary, David Flores.

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Section 1: Operational Issues

1.8 Sample Minutes Golden Hills

Greater Golden Hill Planning Committee Meeting of September 10, 2003 Minutes for Approval

CALL TO ORDER 6:33pm

Board members in Attendance:

Steve Stratman (chair), Daniel Garcia, Chris Blatt, Tim Doyle, Paul Broadway, Dave Caldwell, Carole Caffey, Dan Salter, Beverly Davis, Brad Lenahan, Rob Leach, Jim Darroch, Diana Langley, Bonnie Poppe, Laurie Burgett

Request Additions/Deletions to the Agenda

None

Public Comment on non-agenda items-

None

Announcements-

- Dave Caldwell will bring to every meeting an orange binder with Airport Noise information in case anyone would like to peruse
- Pump station 34 due to have an upcoming tour, number 5 will be getting an upgrade
- There is a letter from the residents behind the proposed CDC site who do not support some of the CDC variation requests
- 9/18 CDC Meeting
- ASLA Grant Application – possibly a good avenue for Heidi Bencke’s gardening group
- Public forum #3 for the Jones and Jones study on 10/11

Treasurers Report and PASS THE HAT: Paul Broadway

No change

Community Police-Officer Gary Gonzales (531-1572) ggonzales@pd.sandiego.gov

- Statistics: 3 residential burglaries, 1 assault, auto theft incidents were high
- National Crime Prevention Council – educate/train, website: <http://www.ncpc.org>
- Concerns about issues relating to homeless, police are working hard to deter settling in the communities. Any suggestions about what to do or not to do, please call PD. For those individuals living out of cars OR RV’s, this is illegal and they will be sited and/or towed.

District 3- Stephen Hill (236-6633) shill@sandiego.gov

- Cnclmbr Atkins will host a meeting with the new Chief of Police Monday, 10/6, passed out related announcement
- Cnclmbr Atkins is attempting to revitalize the neighborhood watch program in response to the rising crime rates
- Utility lines will soon be undergrounded down 30th/Fern Street

District 8- Jamie Fox-Rice (236-6688) jfoxrice@sandiego.gov

- Information for no parking on street sweeping days. 75% of the residents must agree to the placement of the permanent no parking signs before they can be installed. These permanent signs can be requested at 527-3482. Temporary signs can be placed at curbside by the residents and can be obtained by calling 527-3471.

Section 1: Operational Issues

- 33/C – Street painting completed
- 31/C – handicapped curb installed
- 24/F – construction to being in 3-6 months
- Sewer trenching project at 28/C was scheduled to have been completed by today, 9/10/03. If there any questions or problems that are related to this or any group jobs, the hotline is (858) 573-5081.
- Canyon Cleanup is scheduled for Saturday, September 20, 2003. District 8 is picking up the tipping fee waivers and the cost of the trash bin.
- If there is graffiti that is not removed/painted over within 48 hours, please call. Someone in the public commented that when Max's 99¢ Store is illegally displaying spray paint, incidents of graffiti go up.

Mayor Murphy's Representatives: Marielena Castellanos Mcastellanos@sandiego.gov

- Mayor received letter from Paul Broadway concerning traffic/freeway deficiency/proposed changes. Response as follows:
 - The requested copy of the Freeway deficiency plan – M.E. has the copy
 - Brad Jacobsen – not here – needs to respond to parts related to traffic mitigation
 - Mike Hicks is the SANDAG contact
 - MTDB and SDT formed a joint Advisory committee – ETMP. Cindy Ireland is the local community representative there. A request has been made of Steve Stratman to send a representative from this committee to also participate in this forum.
 - The overall Freeway Deficiency Plan is going to move forward for approval in 10/2003
- Reiterated the report in the UT that sewer spills were down 58%
- State budget cuts are going to result in a \$12.6 million cut to the city
- Energy conservation efforts by the city, long term goal of 50 MWZ total usage

53 RD Congressional District - Caridad Sanchez (280-5353)

caridad.sanchez@mail.house.gov

Not present/on vacation.

City Planner Update- Brian Schoenfisch (533-6457) bschoenfisch@sandiego.gov

- Encouraged everyone to come to Sherman Heights Planning meeting next Wednesday, September 17, 2003 at 2258 Island Ave, at 4pm for the Ballpark Traffic presentation
- American Forest Service report of the city of San Diego is available
- Bylaws have been completed
- Requested current and accurate zoning maps are not available with the following explanation:
 - Development Services Department is the legal authority on all zoning issues
 - An up-to-date zoning map for any community has not been maintained since the mid 80's
 - Since then, "adopted rezones" have been developed using a 'zoning action index'
 - Each instance where zoning information is needed for a particular parcel, the DS Department would look up the corresponding zoning action index plus any conditions attached to deduce an accurate zoning assessment

Section 1: Operational Issues

- Golden Hill Planned district does not have zone boundaries, instead they are interspersed throughout.

APPROVAL OF MINUTES: July 2003- Carole Caffey (MIA-M. Kratzschmar, B. Poppy, L. Burgett)

Motion to approve – Paul Broadway

2nd – Beverly Davis

Passed – 13-0, 2 abstentions

PRESENTATIONS and DISCUSSIONS:

□ Parking Meter Removal and Diagonal Parking Request of March (TR268,784)

Motion to approve in general the idea of diagonal parking spaces where there are currently metered parking spaces – and specifically to support the diagonal parking spaces in front of the Video Rush - Dave Caldwell

2nd – Beverly Davis

Passed – 14-0, 1 abstention

□ Brad Jacobsen- Petco Park Traffic Mitigation

Not Present

□ GH-CDC: 25 th St. Parking Inventory & Utilization Study

□ GH-CDC: 25 th St. & C St.- Store Front Improvements & “C” St. Diagonal Parking Request-Action Item

□ GH-CDC: 1 Hour Time Limit on 25th between Broadway & C

□ GH-CDC: Golden Hill Café’ - request for sidewalk café’ permit

- These four items were combined in one presentation by Kristine Rice.
- A motion was made to support the CDC plan of 2-hour limit, diagonal parking along C Street, between 24th and 27th and on the east side of 25th street between Broadway and C Street.
- 2nd – Jim Darroch
- Passed 15-0
- The store front improvements were not addressed in the motion due to lack of information detail. This would need to go before the land use sub-committee. Committee recommends a letter of support for the concept.
- Motion was made to support in concept a planter or other means of separating parking lot from sidewalk, the closing of the driveway and using the alley as an exit and the street trees as shown in the diagram – Bonnie Poppe
- 2nd – Dave Caldwell
- Passed 15-0
- Banner Design- Dan Garcia/ Jim Darroch- **ACTION ITEM**
 - Danny - \$150 to have a single-color sign with NO logo.
 - Jim D. – CDC logo – still as yet needs to be determined if this should be used outside of the CDC. Cost for a designer to create one for us: \$175-\$200.
 - Originator of the phrase being considered to be used on the sign “building our future with our past”, Trish delaRose, would like to be compensated in some way for using this, such as a free add.
 - Committee decided to table for future discussion and take no action tonight.
- Archive- Paul Broadway
 - Suggested that this item be discussed among committee members offline

Section 1: Operational Issues

Greater Golden Hill SUB-COMMITTEE AND AD-HOC COMMITTEE REPORTS

Membership & Elections- Dan Garcia / Chris Blatt

Nothing to report.

PARKS- Paul Broadway (report of sub-committee meeting of 09-03-03)

- Zoological Society – cost of the Prado expansion \$207 million – they want to do a bond issue to pay for the entire cost of the expansion
- Preparing a response to the corresponding EIR
- Fern St. Circus reducing staff; John Heiken resigned; probably will not exist in the near future.
- City Manager holding back Parks and Rec funds, \$480,000.
- 10/20-10/28 gym at the Rec center will be closed for resurfacing
- tot lot project has funding and is expected to begin in Spring, 2004

LAND USE- Dan Salter (report of sub-committee meeting of 09-03-03)

- Three presentation resulting in three letters generated. Committee received all letters referencing properties prior to tonight's meeting.
- Motion to approve land use report as submitted – Dan Salter
- 2nd – Paul Broadway
- Bonnie brought up some problems with a letter written for plan and corresponding variation approvals/disapprovals that were/were not approved two years ago. Brought a revised letter reflecting the correction.
- Paul Broadway made the motion to accept Bonnie's letter with the revisions.
- 2nd - Dan Salter
- Motion passed unanimously, 15-0.

Code Compliance: Tim Doyle absent, report presented by Bonnie Poppe (report of sub-committee meeting of 09-03-03)

- Ida Ford is continuing to do an exemplary job completing tasks on the code compliance report. She is also checking on canyon encroachments as residents living around the canyons in our area may be encroaching on property that is part of the canyon, not part of the individual's private property.

Transportation/Compact- Marc Kratzschmar

Not present.

Downtown Plan- Jim Darroch

- 9/25 – Transportation and Land Use meeting, 6-7:30 – Balboa Park Club
- 9/18 – Downtown Plan and Steering Committee – First cut of downtown plan

EAST VILLAGE HOMELESS ADVISORY-Jim Darroch

10/1 – next meeting

Balboa Park Committee- Laurie Burgett

- Zoo promenade Plan – Jones and Jones Study discussion
- Central Mesa was the only area impacted on the original plan, revisions seem to have encroached upon the East Mesa area.
- Major improvements to the Japanese Garden
- Memorial to be installed where the tennis courts are now

Airport Noise Advisory- Dave Caldwell

- Remote monitoring systems are to be upgraded soon

Section 1: Operational Issues

- Possibility exists that Golden Hill homes may benefit from the retro-fitting program
- Next meeting: 9/18 at 5:30pm in the Commuter Terminal

North Park Library Committee- Diane Langley-

<http://www.neighborhoodlink.com/sandiego/npark>

Meeting postponed until 9/6

Historic- Eric Hanson

Not present.

CPC- Steve Stratman -CPC (no meeting the month of Aug)

Effective Meeting Seminar on 9/24 – RSVP to attend was due today, 9/10.

AGENDA ITEMS FOR NEXT MEETING: October 8, 2003 Balboa Park Golf Course

Clubhouse-

- Energy Conservation presentation
- Signage Grandfathering

ADJOURNED: 8:48pm.

Section 1: Operational Issues

1.9 Meeting Logistics

(Adapted from Preparation for Meetings,
Jo Schlegel, Editor-in-Chief, Salary.com)

Arrangements

Choose a meeting location that suits the occasion - right size, convenient location, appropriate technological capabilities, proper ventilation, space to hang coats, etc. Then, make sure the room is outfitted with the appropriate amenities and equipment to make the guests comfortable and the meeting effective.

Tables and chairs. There should be enough room for everyone to sit down and spread out. For a large meeting or conference, it may be necessary to arrange with facilities professionals to provide sufficient chairs. Investigate lead times for such services as soon as you know you will be organizing a meeting.

Atmosphere. If the room is cool at the beginning of the meeting, it will warm up to a comfortable temperature as the meeting unfolds. Check lighting, including dimmer switches. Practice dimming the lights and covering the windows for audiovisual presentations. For a larger meeting, be sure the speaker is well lit and visible from the back of the room.

Accommodations. Make sure all guests are fully able to participate: the room is accessible by wheelchair, interpreters are present, and other disabilities are accommodated.

Sound. Test all microphones and amplification equipment before guests arrive. Stand in various parts of the room to be sure the sound is neither echoed nor muffled. Check battery levels on cordless equipment.

Supplies. Arrange for flipcharts and markers, notebooks, pens, sticky notes, pencils, nametags, podiums, projection screens, video equipment, and other materials. If you are unsure about what the venue has available, it may be worth bringing your own meeting supplies.

Note taking. One person should be responsible for keeping an official record of the meeting. Designate that person in advance. Formal meetings may call for an audiotape record. Use video sparingly. Video makes the tenor of the meeting more formal and may discourage participation.

Refreshments. If you decide that refreshments are in order, have bottled water and a variety of other drinks and food that is easy to eat without spilling or leaving crumbs. Decide in advance what restaurant will supply food to avoid unnecessary discussions, and take into account your guests' dietary restrictions when reviewing menus.

Section 1: Operational Issues

Breaks. Give attendees a rest approximately every 90 minutes. Some meetings may need only 5- to 10-minute breaks. If refreshments are served, a 15-minute break is typically needed. As the meeting breaks, say specifically what time the meeting will resume to ensure that everyone returns promptly.

Interruptions. If the room has a telephone, make sure it is set to "Do Not Disturb." If necessary, post a sign on the door saying a meeting is in session. Ask attendees before the meeting begins to turn off their cell phones for the duration of the meeting.

Section 1: Operational Issues

1.10 Meeting Setup Checklist

Facilities:

- Room reserved
- Table and chairs arranged
- Attractive appearance

Participants:

- Invited to attend
- Informed of time and place and how to access
- Speakers or guests contacted and confirmed

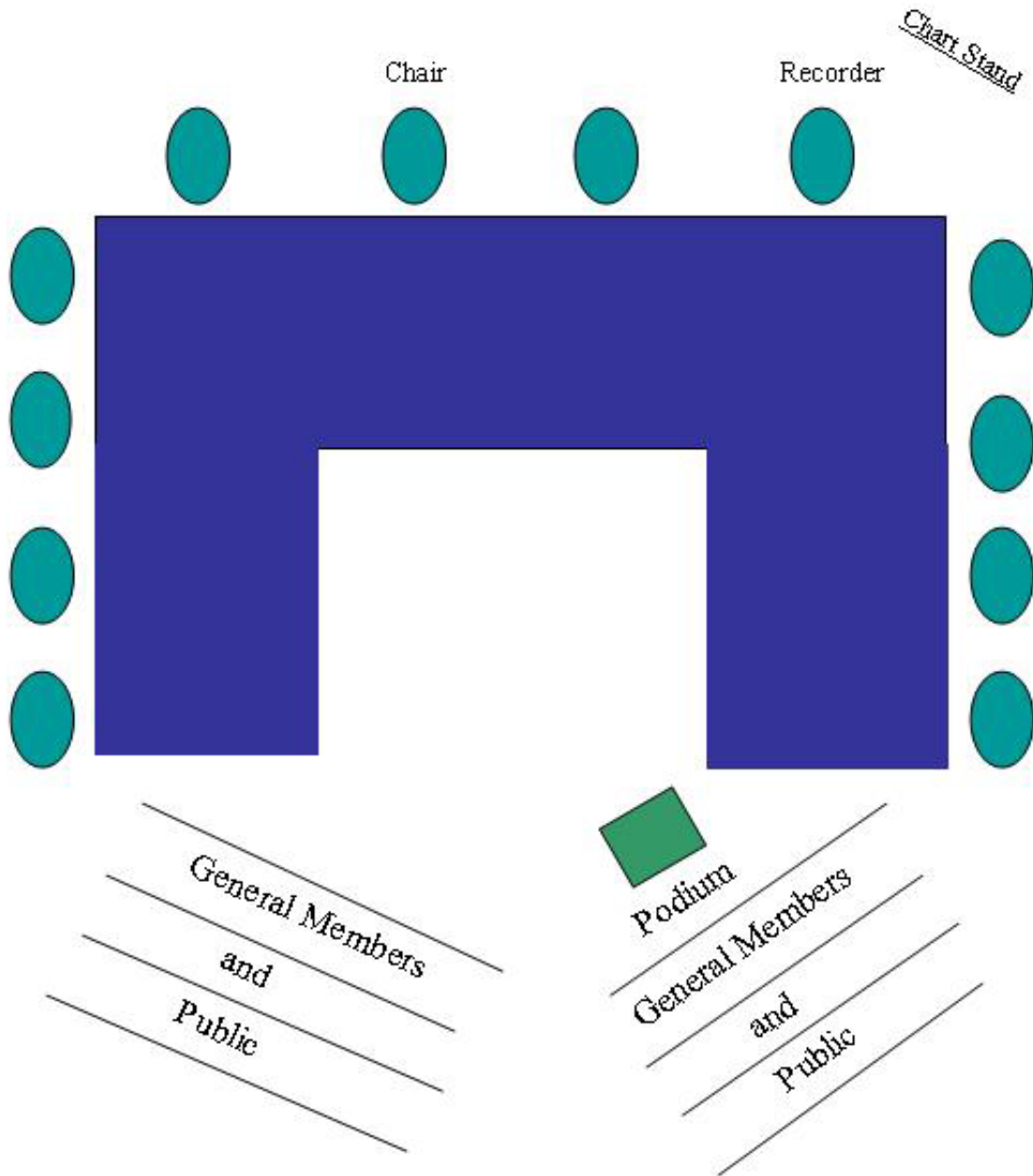
Equipment/Materials:

- Audiovisual equipment reserved tested and in place
- Easel and paper
- Copies of handouts
- Copies of agenda
- Masking tape
- Name tags or tents
- Markers, pens, writing pads
- Other: _____
- _____
- _____

Housekeeping:

- Refreshments
- Lights (location, switches, dimmers)
- P A system (location, controls, microphones)
- Restrooms (locations, keys)
- Trash containers
- Temperature (controls)

1.11 Seating Arrangements



- ◆ U-shape encourages open communication. Everyone can be seen.
- ◆ Supply microphones if possible so everyone can hear.
- ◆ It is not necessary to use a podium. If you have a large group, it can be helpful.
- ◆ It is very helpful to have someone record comments from the public on chart paper.

Section 1: Operational Issues

1.12 Roles of Participants

Meeting Chair

- ◆ Call the meeting to order
- ◆ Direct the group toward the agenda and keep them on track
- ◆ Mediate between factions when there is a disagreement that is not being resolved
- ◆ Call on group members to speak if they are not taking turns
- ◆ Ensure that key agenda items are covered
- ◆ Lead meeting rituals

Time Keeper

- ◆ Monitor time of meeting start, stop, and breaks
- ◆ Announce start and stop of allotted times for agenda activities

Recorder

- ◆ Documents the key points of conversations
- ◆ Records action items and responsibilities
- ◆ Captures graphics or mind maps created by the group
- ◆ Labels notes and graphics by meeting date and attendees
- ◆ Makes and distributes copies as needed
- ◆ Files meeting notes for future reference

Participants

- ◆ Participate fully
- ◆ Listen for content, before forming an opinion
- ◆ It's OK to be skeptical, but not cynical
- ◆ Support facilitator, time keeper, and recorder in doing their job for the good of the team

Section 2: Creating an Atmosphere for Respectful Dialogue

2.1 The Do's and Don'ts of Creating a Respectful Meeting Environment

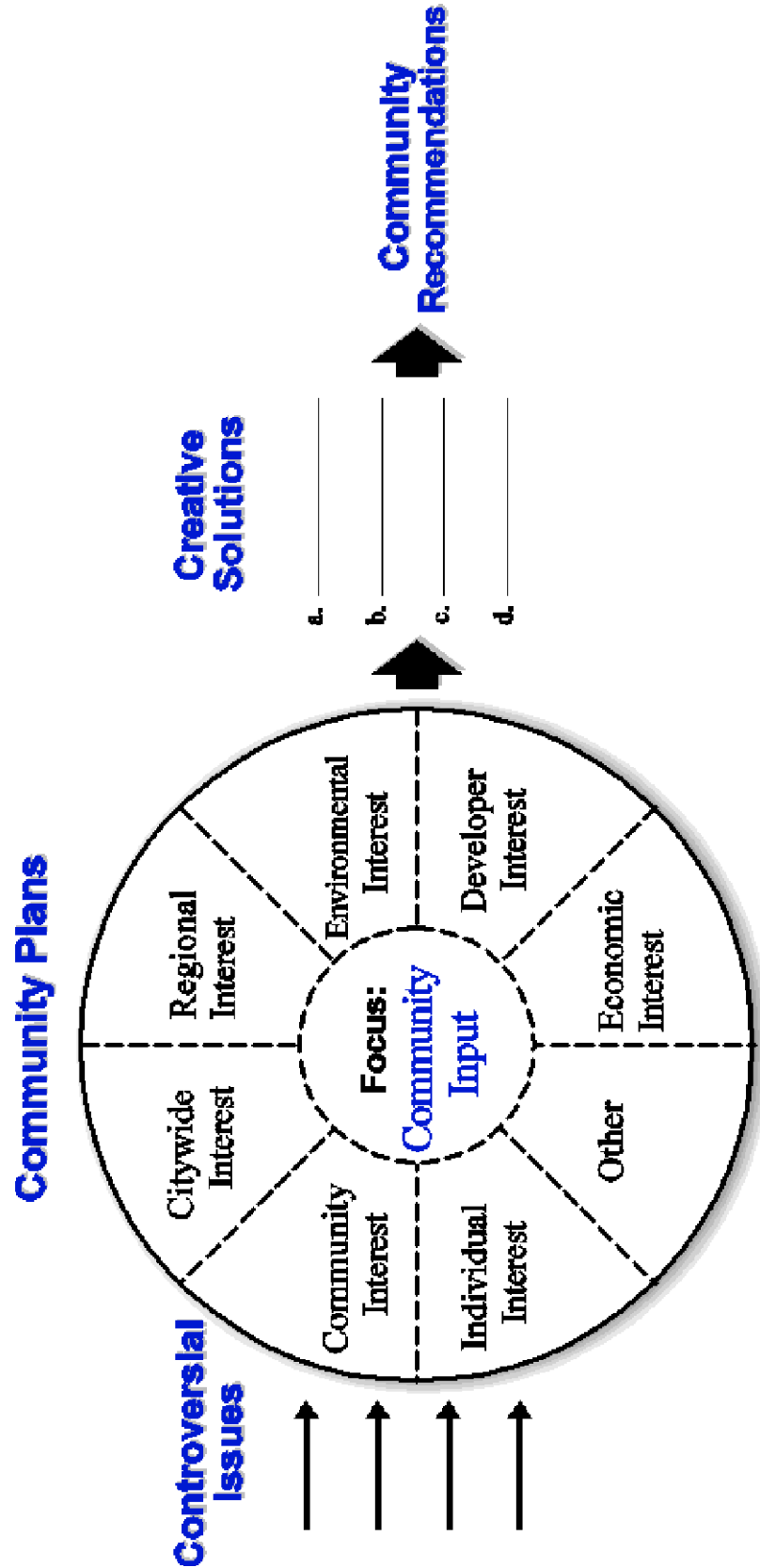
DO	DON'T
◆ Treat each person with respect.	◆ Keep the public waiting until the end of the meeting to express their views.
◆ Create time for everyone to express their opinion.	◆ Ignore people because they do not speak up.
◆ Be inclusive.	◆ Allow people to interrupt while someone else is speaking.
◆ Treat people fairly and honestly.	◆ Allow someone to insult another speaker.
◆ Model integrity.	◆ Let one person dominate the conversation.
◆ Call people by name.	◆ Pretend that the emotion has not been expressed.
◆ Express empathy. Acknowledge the feeling another expresses.	◆ Express your own anger inappropriately.
◆ Recognize emotions and body language.	◆ Expect your solution to be selected.
◆ Focus on mutual solutions.	◆ Allow planning group board members to argue amongst themselves.
◆ Break up two way conversations that dominate the meeting.	◆ Delay project review unnecessarily.
◆ Schedule and review projects in a timely fashion.	

Section 2: Creating an Atmosphere for Respectful Dialogue

2.2 Characteristics of Respectful Dialogue

DEBATE	DIALOGUE
Latin Root of Debate: To Kill the Alternative	Greek Root of Dialogue: Meaning Flowing Through
Debate Fosters : Problem Solving	Dialogue Fosters: New Understanding
I MAINTAIN MY CERTAINTY	I SUSPEND MY CERTAINTY
◆ I <u>Tell</u> You What I Want	◆ I <u>Ask</u> Questions About...
◆ I <u>Defend</u> My Point of View	◆ I <u>Reflect</u> On <u>All</u> Points of View
◆ Someone Is Right/Someone Is Wrong	◆ I Form a New Perspective

From Controversy to Solutions



Section 2: Creating an Atmosphere for Respectful Dialogue

2.4 Attributes of Good Facilitators

(Adapted from University of Nevada Cooperative Extension

“Community Leader Guide” developed cooperatively by:

Community Colleges of Spokane,

Institute of Extended Learning and

Washington State University Cooperative Extension.

<http://www.unce.unr.edu/publications/EBPubs/EB0103CLG/mtgmgmt6.htm>)

- ◆ **Objectivity** - A competent facilitator must set personal desires and biases aside and operate within the bounds of group generated discussion.
- ◆ **Communication** - A facilitator must model how to engage in relationships characterized by mutual respect. They need to be able to a) paraphrase and do perception checks; b) help everyone participate in the discussion and resolution; c) interpret nonverbal messages; and, d) recognize and accept cultural norms different from their own.
- ◆ **Teambuilding** - The facilitator needs to help the group grow by focusing the group's attention on the dynamics of its own operation. The facilitator may need to help a group establish and enforce the ground rules by which it operates.
- ◆ **Planning Skills** - The facilitator needs to help the group accomplish its tasks by using problem solving techniques, accessing external information, and reaching group agreement on its purpose, goals, and strategies.
- ◆ **Collaborative Skills** - The facilitator needs to be able to identify other groups in the community whose cooperation or resources are needed. The knowledge and experience required to help a group form workable partnerships is also desirable.
- ◆ **Motivation for Personal Development** - Facilitator skills grow over time and through practice. Good facilitators seek opportunities for training and ask for feedback so they can continue to improve their effectiveness.

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2.5 Ground Rules for Running Effective Meetings *

- ◆ Start on time.
- ◆ Develop and review the agenda.
- ◆ Conduct one piece of business at a time.
- ◆ Participation is a right...and a responsibility.
- ◆ Initiate ideas, support, challenge, counter. Differences, resolved constructively, lead to creative problem-solving.
- ◆ Encourage others to talk.
- ◆ Actively listen to others' ideas.
- ◆ Communicate openly and honestly.
- ◆ Conduct group business in front of the group.
- ◆ Conduct personal business outside of the meeting.
- ◆ Develop conditions of respect and trust.
- ◆ Summarize what has been accomplished and record.
- ◆ Record decisions made.
- ◆ Assign follow-up actions and responsibilities. Record them.
- ◆ Assess the way the group works together.
- ◆ End on time.

* You may want to use the entire list or chose those most applicable to your needs.

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2.6 Helpful Hints for Facilitators

- ◆ Develop Ground Rules and use them.
- ◆ Summarize what's happened or ask someone else to.
- ◆ Refer back to the Agenda.
- ◆ Stop the action and ask the group to critique itself.
- ◆ Take a break.
- ◆ Use appropriate humor.
- ◆ Stop the action and ask everyone to take a breath.
- ◆ Express your concerns.
- ◆ Handle inappropriate behavior.
- ◆ Model appropriate behavior.
- ◆ Introduce yourself and define your role at the beginning of the meeting.
- ◆ Arrange the meeting environment to make it the most comfortable and efficient space possible.
- ◆ Talk less. If the group asks you a lot of questions, ask someone else to answer. In general, it's best to phrase your comments as questions: "Sally wants to know what we should do next...what does everyone else think?...Everyone agree?" Get the group to talk to each other, not to you.
- ◆ Be aware of the group's energy level.
- ◆ Set a positive tone. Compliment the group when it is working well. When the group is not functioning well, state the case in such a way as to encourage the group so the situation can be changed: "Well, it looks as if we're getting bogged down. Some of you look as if you've tuned out. How are your feeling? Let's see how we got off the track. I think we can still head back in the right direction."

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Other Helpful Hints for Facilitators (Continued)

- ◆ Protect the group from one person's domination.
- ◆ If outside experts are invited to the meeting, define the amount of participation the group wants from them. Create a climate of respect for the people providing the report.
- ◆ Nip constant repetition and prolonged comments in the bud: "We have heard your concern about that. Is there anything new you'd like to add? Let's move on."
- ◆ Avoid interpersonal confrontations. Keep the discussion on the point. Protect individuals from being interrupted.
- ◆ Respect silence.
- ◆ Be aware of body language; yours and others.
- ◆ Admit mistakes and correct them.
- ◆ Educate the group as to the process techniques. If group members cannot stay within the problem definition stage, you might say "Let's make sure this is really a problem before we start to offer solutions. Let's deal with one issue at a time."
- ◆ Be honest. Let the group know if you are feeling particularly tired, upset or distracted, or if you are beginning to feel too much personal involvement in the discussion. Ask for suggestions if you're in deep doubt about how to handle a difficult situation.

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2.7 Communication Tips

- ◆ **Think before you speak and plan before you write.** Understand your message before you expect others to. Target your communication to the intended audience by using terminology they are likely to understand. If possible, “pre-test” important communications on individuals who will give you candid feedback.
- ◆ **Be concise and specific.** Avoid ambiguous words and phrases that may mean different things to different people (e.g., usually, sometimes, a lot, rarely, etc.). The listener may interpret information in a way that supports his or her assumptions.
- ◆ **Stress a few major points.** One can only comprehend a limited amount of information at any given time. Carefully consider what points need to be made.
- ◆ **Over-Communicate!** When you think you’ve made a point clear, communicate it again. Don’t underestimate the power of redundancy.
- ◆ **Use a variety of methods or communication.** People learn and understand information in different ways.
- ◆ **Use right brain messages.** Try communicating creatively with stories, examples, pictures, props, etc., to help convey your message and increase retention.
- ◆ **Never assume others understand what you say or write...** Check to be sure. Ask them to describe their understanding of you message. This will allow you to clarify and correct any misunderstandings.
- ◆ **Listen! Use active listening.** Don’t formulate your responses while you’re hearing an incoming message.

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2.8 Blocks to Active Listening

- ◆ **Judging people.**
Our tendency to judge people distorts our ability to really hear their message.
We often spend more time applying labels to people than listening to their message.
- ◆ **Thinking in advance that you know what someone is going to say.**
This can lead to mentally “tuning out” before the speaker is finished talking.
- ◆ **Twisting a message to make it say what you want someone to say.**
The result is that you only hear the message you want to hear, not what is really being said.
- ◆ **Your own emotions.**
“Emotional cotton” can cause you to misinterpret what someone is saying.

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2.9 Empathetic Listening

(Pickering, Marisue, "Communication" in EXPLORATIONS,
A Journal of Research of the University of Maine,
Vol. 3, No. 1, Fall 1986, pp 16-19.)

Characteristics of Empathetic Listeners

- ◆ Desire to be other-directed, rather than to project one's own feelings and ideas onto the other.
- ◆ Desire to be non-defensive, rather than to protect the self. When the self is being protected, it is difficult to focus on another person.
- ◆ Desire to imagine the roles, perspectives, or experiences of the other, rather than assuming they are the same as one's own.
- ◆ Desire to listen as a receiver, not as a critic, and desire to understand the other person rather than to achieve either agreement from or change in that person.

Ten Skills for Empathetic Listening

SKILLS	EXPLANATION
Attending, acknowledging	Providing verbal or non-verbal awareness of the other, i.e., eye contact
Restating, paraphrasing	Responding to person's basic verbal message
Reflecting	Reflecting feelings, experiences, or content that has been heard or perceived through cues
Interpreting	Offering a tentative interpretation about the other's feelings, desires, or meanings
Summarizing, synthesizing	Bringing together in some way feelings and experiences; providing a focus
Probing	Questioning in a supportive way that requests more information or that attempts to clear up confusions

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Empathetic Listening (Continued)

Giving feedback	Sharing perceptions of the other's ideas or feelings; disclosing relevant personal information
Supporting	Showing warmth and caring in one's own individual way
Checking perceptions	Finding out if interpretations and perceptions are valid and accurate
Being quiet	Giving the other time to think as well as to talk

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2.10 Effective Ways to Stimulate Discussion

◆ Initiating

“I propose we begin by discussing...”

◆ Ask for Feelings and Opinions

“How do you feel about...?”

“What is your thinking on...?”

”What brings you to conclude that...?”

◆ Paraphrase

“Are you asking me to...?”

“Let me see if I understand your position. Are you saying that...?”

“What I am hearing is... Is that right?”

◆ Encourage Participation

“Carlos, how do you feel about this?”

“Mary, how would you answer John’s question?”

“We haven’t heard from Jack yet. Jack, how do you feel about this?”

◆ Summarize

“A lot of good ideas have been presented in the last few minutes. Will someone please summarize the major points before we go on?”

“I have lost track. Will someone summarize what has been done so far?”

◆ Ask for Clarification

“It is still not clear to me. What do I do when...?”

“I did not understand the last comment. What would you do if...?”

◆ Ask for Examples

“Cynthia, will you give some examples of what you mean?”

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Effective Ways to Stimulate Discussion (Continued)

◆ Test for Consensus

“Does everyone accept the idea that...?”

“Before we go on to the next issue, let me check to make sure that all have agreed on...?”

◆ Explore an Idea in More Detail

“Does anyone have anything more to add to what’s been said?”

“What are some other ways to approach this problem?”

◆ Do a Quick Survey

“Let’s see a show of hands. How many are for this proposal?”

“How does everybody feel about this? Let’s start with Luis.”

◆ Check Targets or Orientation

“Are we asking the right questions?”

“Are these the most important goals?”

◆ Confront Differences

“Nick, you haven’t said so, you are shaking your head, does that mean you don’t agree?”

“Martha, you seem to be holding back on this. Is there something you disagree with?”

◆ Look Into the Future

“If we did it this way, what is the worst thing that could happen?”

“If it works, how will it affect our community?”

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2.11 Encouraging Participation

(Adapted from Anderson, Karen. Making Meetings Work. West Des Moines, IA: American Median Publishing, 1994.)

- ◆ Ask the group to identify its needs. Have group representatives record them on a marker board or flip chart.
- ◆ Ask participants to do something with the information they have, such as “Check two items on this list that you think are top priorities.”
- ◆ Tell a story. People get involved in stories, especially if you ask them to imagine themselves in the situation you describe. “Imagine our community in five years. What do you want it to look and feel like.”
- ◆ Encourage the group to share leadership. Ask for a volunteer to lead a small group discussion or subcommittee.
- ◆ Call someone by name and invite that person to comment.
- ◆ Ask someone to summarize what has happened in the meeting so far.
- ◆ Acknowledge emotions expressed and body language. “We can hear that you are angry about...”
- ◆ Ask whether the group has any questions, concerns, or suggestions.
- ◆ Focus on mutual gain so that everyone feels like a winner.
- ◆ Build in time on your agenda for public participation.

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2.12 Influencing Personal Agendas

The Personal Agenda	Why It Happens	What To Do About It
The Quiet One	Bored... Indifferent... Timid... Superior...	...gain interest by asking for opinion. ...Question the person next to him/her. Then ask the quiet one to comment on the view expressed. ...Compliment the first time this person contributes. Be sincere. ...indicate respect for this person's experience, then ask for ideas.
Bungler	This person lacks the ability to put good ideas into proper order. Has ideas, but can't convey them and needs some help.	Don't call attention to the problem. Say, "Let me see if we are saying the same thing." (Then repeat the idea more clearly.)
Obstinate	This person can't or won't see the other side. He/she supports his/her own viewpoint no matter what.	Ask other members of the group to comment on the ideas. Remind the person that time is short and suggest he/she accept the group consensus presently. Indicate your willingness to talk to him/her at a later time. Then follow up.
Conversationalist	Side chatter is usually personal in nature, but may be related to topic.	Don't embarrass... but call by name and ask easy question. Call by name, restarting last opinion expressed and asking his or her opinion of it. Participation is the best solution. Include this person in the discussion.

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The Personal Agenda	Why It Happens	What To Do About It
Personality Problems	Two or more individuals clash, dividing your people into factions, a danger to the success of the meeting.	<p>Maximize points of agreement; minimize disagreement. Draw attention to the objective at hand.</p> <p>Pose a direct question to an uninvolved member to the topic.</p> <p>Frankly state that personalities should be left out in this discussion. (Last resort)</p>
Wrong Track	Person who brings up ideas that are obviously incorrect.	<p>Say “That’s one way of looking at it,” and tactfully make any corrections.</p> <p>Say “I see your point, but can we reconcile that with out current situation”?</p> <p>Handle this tactfully, since you will be contradicting him/her.</p> <p>Remember, all members of the group will hear how you respond to each individual, and you can encourage or discourage further participation.</p>
The Talker	<p>Highly motivated...</p> <p>Show off...</p> <p>Well informed...</p> <p>Plain talkative...</p>	<p>...Slow this person down with some challenging questions.</p> <p>...say, “That’s an interesting point. Now let’s see what the rest think of it.”</p> <p>...draw upon his/her knowledge, but relay to the group.</p> <p>...in general, for all overly</p>

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The Personal Agenda	Why It Happens	What To Do About It
		talkative, let the group take care of this person as much as possible.
The Griper	This person has a pet peeve, gripes for the sake of complaining, or in some cases, has a legitimate complaint.	<p>Point out that the problem at hand is to operate as efficiently and cooperatively as possible under present circumstances.</p> <p>Indicate you'll discuss his/her personal problems with him/her privately at a later date.</p> <p>In some cases, it is helpful to have another member of the group respond to his/her complaint.</p>
<p>Again, it is important to point out that the manner in which the leader handles the ideas of each individual at a meeting is heard by all members of the group, and, the way situations are dealt with will serve to encourage or hinder the group's participation and support.</p>		

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2.13 Managing Confrontation in Meetings

The following ideas should help you handle confrontations in a positive way.

- ◆ **Clarify Objectives:** Conflict sometimes develops because participants have different understandings of the meeting's objectives.
- ◆ **Strive for Understanding:** Make sure each party in a confrontation can state the opposing party's position and supporting reasons.
- ◆ **Focus on the Rational.** Keep attention focused on rational consideration – facts, supporting reasons, potential problems if a certain course of action is followed, etc.
- ◆ **Generate Alternatives:** What alternative solutions integrate the needs of the diverse points of view involved in the confrontation? Ask for assistance from group members who are not at either extreme. They can become a resource to generate some reasonable alternatives.
- ◆ **Table the Issue:** Tabling can be an effective way to deal with conflict when you feel a party needs time to consider the arguments that have been presented.

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2.14 Tips to Transform Disagreement

(Adapted from Anderson, Karen. *Making Meetings Work*. West Des Moines, IA: American Median Publishing, 1994.)

- ◆ Use appropriate humor to defuse tension. A spontaneous laugh can offer the fresh perspective your group needs.
- ◆ Find a way to agree. Find something in the other argument or comment that you can agree with at least partially. I understand and agree that what happened is unfortunate. Let's see how it could be dealt with differently.
- ◆ If someone from the audience verbally attacks you, thank that person for the comments or the concern, break eye contact and either proceed to your next point or ask other participants to respond. It is important to demonstrate that you have confidence in leading the group objectively.
- ◆ Use the group to keep divergent comments to a minimum. Ask the group early in the discussion to remind one another to stay on the topic. Identify a signal that members can use to suggest the speaker get back to the point at hand.
- ◆ Ask the group to verify any interpretations that appear in the meeting in order to avoid perpetuating rumors or assumptions. *"How do you know what?" "Where did the information come from?"*
- ◆ Restate a person's disagreement, and ask if you understand it correctly. Be sure you hear what that person is saying and that the person feels you are taking the disagreement seriously.
- ◆ Ask the person who disagrees if she or he wants it stated in the record of the meeting, or ask if the point is appropriate for the next meeting's agenda. Delaying or rescheduling such points will often defuse them. With time between this meeting and the next, some of the points will resolve themselves.
- ◆ Focus on current issues – the here and now. You can't change the past, you can change how you respond to the present and to the future.
- ◆ Focus on the behavior and the issue, not the person. If someone calls you "incompetent," reply, *"I hear your frustration that this matter is not resolved yet. Work with me, and together we'll find a solution."*
- ◆ Use a mediator or an arbitrator. Ask the dissenting parties to agree to abide by the outcome that will be facilitated or decided by a person they mutually appoint.

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2.14 Tips to Transform Disagreement (continued)

- ◆ Describe observations in non-threatening, nonjudgmental language. “*You claim that...*” suggests that the person is lying. A more neutral response is, “*Is my understanding correct? Are you saying that...?*”
- ◆ Use an “I Message.” This is a direct, clear, and non-threatening statement that allows the speaker to describe personal feelings, observations, and perceptions in a specific situation. Four parts of this message work together to form a complete communication about a current situation: observation, emotion, impact, and action.

When I receive a report late (observation), I feel flustered (emotion). Then I don't have time to prepare in advance (impact). Please make a realistic deadline getting out the agenda so that we can all count on it (action).”

The “I Message” says “*This is how I understand the situation, how I feel about it, what happens, and what I want you or me to do about it to keep it from happening again.*”

- ◆ Use the FOCUS model to transform complaints that are not negotiable into targets that are. Individuals or teams can use this process:

What are your feelings about the situation?	<i>I feel...</i>
What are your objections or concerns?	<i>I am frustrated that...</i>
What are the consequences?	<i>I worry that...</i>
What would utopia be?	<i>I wish....</i>
What satisfaction are you looking for?	<i>I want...</i>

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2.15 Dealing With Challenging Behaviors

(Adapted from University of Nevada Cooperative Extension

“Community Leader Guide” developed cooperatively by:

Community Colleges of Spokane,

Institute of Extended Learning and

Washington State University Cooperative Extension.)

<http://www.unce.unr.edu/publications/EBPubs/EB0103CLG/mtgmgmt7.htm>

Type of Difficult Behavior	Ways to Cope
<p>Complainers gripe continuously but never act to resolve the reason for their unhappiness.</p>	<ul style="list-style-type: none"> ◆ Listen attentively. ◆ Acknowledge and paraphrase the complaint. ◆ Don't agree or disagree. ◆ Keep conversation focused on the complaint. ◆ Pin the complainer to specifics. ◆ Avoid the accusation-defense-reaccusation loop. ◆ State the facts without comment or apology. ◆ Move to a problem solving strategy. ◆ Be prepared to start this process over several times. Complainers do not want to solve the problem. This robs them of their power.
<p>Super-Agreeables are sincere, supportive and agreeable to your face or in public, but may act in a contrary way behind your back. They often fail to follow-through on commitments.</p>	<ul style="list-style-type: none"> ◆ Make honesty non-threatening. ◆ Be personable if it is genuine. ◆ Curb their willingness to make commitments they cannot possibly fulfill. ◆ Seek win-win situations. ◆ Establish specific responsibilities and deadlines. ◆ Listen carefully as the truth often lies in their humor.

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<p>Negativists object to everything and assert that whatever is proposed won't work or is impossible. They rob any group of enthusiasm and optimism.</p>	<ul style="list-style-type: none">◆ Counter their attitude with realistic optimism.◆ Do not agree with them.◆ Don't hurry to propose solutions.◆ Use their negative attitude as a "devil's advocate."◆ Work with those who are enthused.
<p>Silent-Unresponsives appear indifferent and answer every question or request for help with a short nod or grunt.</p>	<ul style="list-style-type: none">◆ Ask open-ended questions.◆ Use the friendly, silent stare.◆ Pause for long periods, inviting them to fill the void.◆ Comment on what is happening in the discussion.◆ Break the tension by helping them say what is on their mind.◆ Recycle the conversation back to them.
<p>Indecisives put off making a decision until it is too late or the decision is made for them.</p>	<ul style="list-style-type: none">◆ Bring issues out in the open and deal with them directly.◆ Engage them in problem solving activities.◆ Identify all alternatives and prioritize.◆ Provide lots of support after they make a decision.◆ Watch for signs that the stress of making a decision is getting too high.◆ Stay focused on the issue and don't allow deflection.

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<p>Hostile-Aggressives intimidate and bully others to get their own way. They use anger and cutting remarks to cower others into following their lead.</p>	<ul style="list-style-type: none">◆ Confront but do not threaten.◆ Give them time to run down.◆ Forget being polite, charge in and make your point.◆ Ask them to sit down. This reduces their aggressiveness.◆ Speak to the issue, do not launch a personal attack.
<p>Know-It-All Experts want you to believe they know all there is to know about anything worth knowing. They are usually condescending, imposing or pompous.</p>	<ul style="list-style-type: none">◆ Do your homework on the subject.◆ Provide adequate background materials for group members.◆ Listen and acknowledge what they say.◆ Question them firmly but do not attack.◆ Avoid being the counter-expert.

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2.16 Ten Steps for Controlling Emotional “Hot Buttons”

(Bone, Diane. The Business of Listening.
Los Altos, CA: Crisp Publications, Inc., 1988)

The following is a list of coping skills for preventive maintenance when a “hot button” is activated:

- 1. Listen attentively without interrupting.**
Take several deep breaths to help you control your physical reactions.
- 2. Make a conscious choice about your response.**
You can get angry, try to solve the problem, or ignore it. (Trying to solve the problem is the best way to keep it from happening again.)
- 3. Acknowledge the other person’s feelings.**
Make it okay for them to feel the way they do.
- 4. Ask objective questions for clarification.**
Open ended questions are useful.
- 5. Try to see the other person’s point of view.**
Agree where you can and feed back what you are hearing.
- 6. Stick to the subject.**
Define your problem and don’t let other issues interfere.
- 7. Be patient.**
Problems don’t always have immediate solutions. Be patient with the other person – and yourself.
- 8. Express your point of view.**
Don’t force proof. Present your evidence without backing them into a corner.
- 9. Explain why.**
A reasonable explanation can often take the sting out of an emotional issue.
- 10. Work out a “win-win” plan.**
Make sure your solution is fair and workable for both (or all) of the people involved.

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2.17 Brainstorming Guidelines

- ◆ Listen to all ideas offered by group members.
- ◆ Do not evaluate or judge ideas at this time.
- ◆ Do not discuss ideas except perhaps briefly to clarify understanding.
- ◆ Welcome unrealistic ideas. It is always easier to eliminate than to accumulate. Realistic ideas often emerge from what appears unrealistic at first.
- ◆ Repetition is okay. Just keep going.
- ◆ Encourage quantity. The more ideas, the greater the likelihood of a useful one.
- ◆ Let the brainstorming come to a natural close. If a plateau is reached midstream, wait, and then start again.

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2.18 Steps in Creative Problem – Solving

- ◆ **Define the Problem/Issue**
Apply a definition as a way to address the problem/issue.
- ◆ **Gather Information on the Problem**
Is there information you need to know? Aiding or restraining factors.
- ◆ **Brainstorm Solutions**
Quantity not quality. No evaluation/remarks/criticism.
- ◆ **Evaluate and Weight Proposals**
Weed out those you do not want; select among those left.
- ◆ **Ensure Successful Implementation**
List supporting forces and restraining forces.
- ◆ **Assign Individuals for Implementation**
- ◆ **Follow-up**