

**City of Novato
City Manager's Housing Working Group
Wednesday, November 17, 2010
6:30 – 9:30 pm
Hamilton Community Center
503 South Palm Drive**

AGENDA

I.	6:30	Welcoming Comments Business <ul style="list-style-type: none"> ▪ Self Introductions ▪ Agenda Review ▪ Guidelines for Successful Meetings <i>(See next page.)</i> 	Dave Wallace, City of Novato Community Development Director Susan Sherry, Executive Director and Collaborative Policy Specialist Center for Collaborative Policy California State University, Sacramento
II.	6:50	Highlights of October 25 Meeting <ul style="list-style-type: none"> ▪ More detail on Working Group Phasing and Work Plan <i>(See Attachments 1, 2, 3 and 4)</i>	Working Group & Susan Sherry
	7:15	Review of Information from Group Survey <i>(See summary of Survey.)</i> <ul style="list-style-type: none"> ▪ Making Decisions on Process, Logistics, etc ▪ Meeting Dates ▪ Recording of Working Group Meetings ▪ Topics for Working Group Discussion ▪ Topics for Community Workshops 	
III.	7:45	What is a Group Charter? Why is it important? <i>(See Attachment 5)</i>	Working Group & Susan Sherry
IV.	8:00	Community and Public Involvement <ul style="list-style-type: none"> a. Engagement of community /public in Housing Working Group meetings/ process See <i>(See Attachment 6.)</i> b. Engagement of community/ public in overall housing policy discussions <i>(See Attachment 7.)</i> 	Working Group & Susan Sherry
VII.	9:00 (only if have time)	Several Components of Group's Charter <i>(See enclosed Attachment 8.)</i> <ul style="list-style-type: none"> ▪ Final Product of the Working Group ▪ What is Consensus? ▪ Role and Responsibility of Working Group 	Working Group & Susan Sherry
VI.	9:30	Adjourn / Closing Comments	Dave Wallace, City of Novato, Community Development Director

Working Together: 10 Ground Rules for Successful Meetings

Once adopted, these are the ground rules that the Working Group will adhere to and help enforce. It is optimal if the group itself enforces the ground rules. The Convener will enforce the ground rules if the group is hesitant to do so.

1. **Everyone responsible for success:** Everyone is responsible for the success of the meeting and will support the convener in doing their job.
2. **DISAGREEMENT IS TO BE EXPECTED, BUT MUST BE DONE RESPECTFULLY:** *Use common conversational courtesy; listen respectfully; refrain from interrupting or having side conversations. Avoid maligning the motivations or perspectives of others, including those not in the room. Avoid sarcasm and blame.*
3. **ALL IDEAS AND POINTS OF VIEW HAVE VALUE.** *Your job is to fully understand what the other person is saying, not necessarily agree with them. No one has the corner on truth.*
4. **SHARE THE AIR SPACE SO EVERYONE HAS THE OPPORTUNITY TO PARTICIPATE:** *Stay on subject; be concise. If you agree with a point, no need to restate in detail. If you have already spoken on a subject, give those who have not yet spoken an opportunity to contribute.*
5. **Speaking:** Please turn your placard on its end if you want to speak.
6. **“Threaded Discussions”** Occasionally, it may be necessary to temporarily “suspend” the existing speakers’ list, if the group hits a particular sub-topic that requires a more intensive discussion. In these cases, as determined by the convener, the existing speakers list may be put on hold to allow the specific sub-discussion to come to a conclusion.
7. **Interests not Positions:** Look beyond expressed demands and concerns to the *underlying reasons* behind those concerns. Differing perspectives, even strongly held ones are part of the process. Explain and ask for the “why” behind statements and opinions.
8. **EVIDENCE-BASED PROBLEM SOLVING:** *Share all relevant information. Agree on what important words mean. Seek out objective evidence for yours and others perspectives, assumptions and inferences. Acknowledge and fill, if possible, data gaps when they occur.*
9. **Humor is welcome,** but not at anyone’s expense
10. **Turn off or silence cell phones:** We need your full attention. Please refrain from reviewing/ sending emails and texts while we are meeting.

HIGHLIGHTS OF OCTOBER 25 MEETING

A. Working Together and Guidelines for Successful Meetings

B. Purpose Statement – Working Group provided revisions

- Working Group will review revisions and (hopefully) adopt on December 8.

C. Phasing of the Work and Schedule

- *See Attachment 2 from Oct 25 and revised for November 17 meeting.*
- Will be further discussed tonight (November 17).

D. Discussion: Common Aspirations for the City

- *See Attachment 3.*

E. Discussions: Concerns/ Needs / Interests

- *See Attachment 4.*
- Will be further discussed at December 8 Meeting in context of understanding Interest-based problem-solving.

F. Group decision to defer to City Staff re: holding November Community Workshops.

- Subsequently Community Workshops were postponed by Staff.

G. Very initial (and rushed) discussion of involvement of larger community/ public in Working Group meetings / and in City's overall housing policy

- Major agenda item for tonight (November 17).
- Initial Comments on video recording/ televising Working Group meetings and dates of future Working Group meetings
 - Both topics on agenda for tonight (Nov. 17).

H. Group decision that Community Workshops on Housing are a separate staff effort, independent of the Working Group.

CITY MANAGER’S HOUSING WORKING GROUP

PHASE I: PLANNING & ASSESSMENT Nov. and December, 2010	PHASE III: EDUCATION Jan. and Feb., 2011	PHASE III: RECOMMENDATIONS March and April
<p>Meeting #1: October 25</p> <ul style="list-style-type: none"> ▪ Overview of Process ▪ Discussion on Group Structure & Purpose ▪ Aspirations for the City ▪ Working Group Members’ Needs, Concerns, and Interests ▪ Initial Discussion on Engagement of Larger Community 	<p>Save 2nd and 4th Wednesdays:</p> <p>January 12 January 26 February 9 February 23</p>	<p>Save 2nd and 4th Wednesdays:</p> <p>March 9 March 23 April 13 April 27</p>
<p>Meeting #2: November 17</p> <ul style="list-style-type: none"> ▪ Review of October 25 Meeting ▪ More detailed discussion on Phasing of Effort ▪ Review Group Survey ▪ What is a Charter? ▪ Continued Discussion on Involvement of Larger Community ▪ Components of Charter 	<p>Specific meeting topics, schedule and involvement of larger community to be decided as part of Phase I.</p>	<p>Specific meeting topics, schedule and involvement of larger community to be decided as part of Phase I.</p>
<p>Meeting #3: December 8</p> <ul style="list-style-type: none"> ▪ Understanding and Refining Interests ▪ Discuss / Adopt Purpose of Working Group ▪ Work Plan for Meetings (schedule, duration, education/ discussion topics) ▪ Go final on the role of the larger community, both in Working Group Meetings & Overall ▪ Adoption of the Charter 		

City of Novato
City Manager's Housing Working Group
Common Aspirations for the City
(As discussed by the Working Group on October 25, 2010)

- **Strong Sense of Place**
 - Novato is a special place!
 - Maintain friendly small town character – “sense of community”
 - Maintain architecture and beauty; Compatibility of new development
 - Vibrant community with diversity

- **Economically Thriving Community**
 - Manage Growth
 - Vibrant Downtown / Downtown core concept
 - Balanced City Budget

- **Quality Schools**

- **Community Values**
 - Family Values
 - Neighbor helping Neighbor
 - Learning Community

- **Achieving Common goals**
 - Community cohesion
 - Avoid surprising the community
 - Planning wisely

- **Public Safety**
 - Novato as a safe community

- **Environmentally Sustainable Community**

City of Novato
City Manager's Housing Working Group
(As discussed at October 25, 2010 meeting)

Concerns, Needs and Interests

- **Density and Dispersion**
 - Visual compatibility with community
 - Dispersion and connection to density
- **Crime**
 - Need data on relationship of density to crime
- **Preserving Small Town Character**
- **Too much growth**
 - Need Sensible Growth
 - Novato doesn't have an organic (internal to Novato) affordable housing need
 - Too much commercial
- **Effects on Businesses**
 - Lack of Downtown Core
 - Lack of Vibrancy
- **Novato Public Schools**
- **State Housing Mandates**
 - Unrealistic goals
 - Loss of local control
- **Public Sector Fiscal Health and Sustainability**
 - Balanced City Budget
 - Concerns regarding impacts on City infrastructure and services
 - Social challenges and funding
- **Not Enough Housing for Workers in Novato**
 - Jobs/housing imbalance
 - Housing costs for next generation and elderly
 - What is Novato's need for affordable housing?
- **Property Values**

ATTACHMENT 4, Continued

- **Environmentally Sustainability**
 - Continuous development not sustainable
- **Equal Opportunity in Novato**
 - Lack of Welcoming / Not welcomed due to race and socioeconomic status
 - Isolated communities
 - Lack of Novato's diversity on the Working Group
 - Loss of democracy
- **Low Income Housing Has More Benefit to Developers and Investors; Not to Novato Community**
 - Economic feasibility of affordable housing
- **Concerns regarding Future of Novato**
 - Lack of community pride and concern
 - Community divisiveness
 - Lack of churches
- **Community Values**
 - Neighbor helping neighbor
 - Lack of family values / Concerns about youth

**WHAT IS A GROUP CHARTER?
WHY IS IT IMPORTANT?**

(The Charter needs to be completed and adopted before the Group starts its real work in January, 2011)

- A. Purpose of Group / Charge (Oct 25 and Dec 8)
- B. Final Product of Working Group (Nov 17)
- C. How Decisions and Recommendations Are Made (Nov 17)
- D. Work Plan & Timeline, with dates and topics for education and discussion (Dec 8)
- E. Roles and Responsibilities of Working Group Members (Nov 17)
- F. Roles and Responsibilities of Staff (Dec 8)
- G. Roles and Responsibilities of Facilitator (if have one) (In January, if needed)
- H. How Community Engages with the Working Group (Nov 17)
- I. Other?

Engaging the Community / Public in Housing Working Group's Efforts

Some Options ONLY to Kick-Start Discussion

- A. Post meeting minutes on the City's Website within one week or sooner after a meeting.
- B. Regarding the minutes, the public can comment online to the content of the minutes, with the understanding that Working Group members would be encouraged to read their comments.
- C. Wide distribution of invitation for public to attend Working Group meetings (would likely have to be linked to one or more of the options below).
- D. Members of the public attending the Working Group meetings would be invited as observers only.
- E. In scenario where the public are invited as observers, the public attending the Working Group would be encouraged to write down their comments and staff would send these comments to Working Group members soon after each of the meetings.
- F. The public attending Working Group meetings would have an opportunity to share with the Working Group a 1 or 2 minute statement at the beginning or end of the meeting. Depending on the numbers of community members who would like to speak, the Working Group may need to add on 30 – 60 minutes to their 3 hour meeting. Some of the ways to address this are: 1) Start meetings at 6:00 pm; 2) Move meetings to Saturday mornings. If there are only a few members of public at the meetings, another option is to integrate 10 minutes into the agenda for public comment.
- G. The Working Group would submit its draft recommendations (or set of recommendations) to the public for feedback and comment. This can be done:
 - 1) On-line or through written communications; and/ or 2) At a community workshop or multiple workshops.
- H.
- I.
- J. .
- K.
- L. Etc.

Engaging the Community / Public in Overall Housing Policy Issues

Some Options ONLY to Kick-Start Discussion

- A. City staff hold Community Workshop(s) on key issues. City staff fully responsible for these workshops both in terms of timing, process and content, but City would solicit feedback from the Working Group in their planning of the Workshop(s). City staff would be responsible for all decision-making with regard to Community Workshops.
- B. The Working Group would have some yet-to-be decided role in the Community Workshops
- C. Clearly identifying how the public will engage in the Working Group's Effort (refer to previous discussion).
- D. Put aside one Working Group meeting for a dialogue with the community.
- E. .
- F. .
- G. .
- H. Etc.

SOME COMPONENTS OF THE CHARTER

- Draft -

Final Product of the Working Group

The goal of the Working Group is to reach consensus on housing policy recommendations to the City Manager and submit a written report / memo to the City Manager on those recommendations.

If the group cannot come to consensus, the Committee will deliver a written report / memo to the City Manager that explains the varying perspectives of the Group, including points of consensus, points of emerging consensus and areas of disagreement.

What is Consensus?

The Working Group will strive for consensus (agreement among all members). Seeking consensus is a fundamental principle of the Working Group.

In reaching consensus, some Working Group Members may strongly endorse an overall or particular proposal while others may accept it as "workable." Others may be only able to "live with it." Still others may choose to "stand aside" by verbally noting a disagreement, yet allowing the group to reach a consensus without them if the decision does not affect them or compromise their interests. Any of these actions still constitutes consensus.

The "Gradients of Agreement" (to be explained at the meeting) is a useful tool for determining whether consensus has been reached.

Roles and Responsibilities of Working Group Members

- Attend Working Group Meetings and stay for the entire time.
- Read written materials sent in advance of the meetings.
- Be available for between-meeting conversations with the Collaborative Policy Specialist and Staff, as needed.
- Work in good faith and collaboratively with other Working Group members, especially those with a different perspective.
- Share information and develop shared understanding of the issues with other Working Group Members
- Actively participate in the Working Group Meetings.
- Adhere to the Working Group's Ground Rules.
- Attend Community Workshops on Housing.