



# Chavis Park

## COMMUNITY CONVERSATION

### ***PUBLIC LEADERSHIP GROUP CHARTER***

***October 18, 2012***

#### **CONTEXT**

##### **1. BACKGROUND AND PROJECT DESCRIPTION**

Chavis Park is located in Southeast Raleigh, adjacent to downtown. Chavis Park has a rich history in the City of Raleigh and is a valued community resource. The Raleigh Parks & Recreation Department is organizing the Chavis Park Community Conversation to develop a shared vision for the park's future. The Community Conversation will engage the public and community leaders to identify improvements to the park, and develop a mutual understanding and respect of both the history and the future of the park and the role of the park in the community. The project will result in an adoptable, implementable Revised Master Plan for Chavis Park.

##### **2. DEFINITIONS**

**Design Resource Team (DRT):** In compliance with the Public Participation Manual for Park Planning, the DRT will serve as an internal, technical City of Raleigh staff team for the project and should be representative of the full spectrum of possible Departmental responsibilities at Chavis Park.

**Project Team:** The project team refers collectively to members of the consultant team and key Parks and Recreation staff who are guiding the process.

**Public Leadership Group (PLG):** The PLG is a group of 22 citizens representing a diverse spectrum of interests and stakeholder groups and reflecting the demographics of Chavis Park's 2 mile service radius. The PLG will build community ownership, assist with structuring and guiding the Community Conversation process, and provide recommendations that contribute to a revised master plan for Chavis Park.

**Subject Matter Experts (SMEs):** SMEs are professionals with expertise in an area of relevance to the project who have agreed to serve as external, subject matter resources to both the PLG and the DRT.

## ROLE OF THE PLG

### 3. PURPOSE

The purpose of the PLG is to build community ownership, assist with structuring and guiding the Community Conversation process, and build consensus to provide recommendations that contribute to a revised master plan for Chavis Park. Through the revised master plan, the PLG will provide recommendations to the Raleigh Parks, Recreation and Greenways Advisory Board (PRGAB) and City Council for a comprehensive park program that will best meet the needs of the community that the program is intended to serve.

There are four major goals of the consensus process: 1) to provide PLG Members with a process of discovery, information sharing, and education; 2) to provide PLG Members with a direct role in developing, reviewing, and discussing the program and elements necessary to support the Proposed Plan; 3) to provide PLG Members with a direct role in shaping agreements that resolve issues and balance interests relative to the future development of the Chavis Park Master Plan, and 4) to take measures to inform the public and those ultimately responsible for approving the Final Chavis Park Master Plan about the topics being addressed in the process.

### 4. AUTHORITY OF THE PLG

The PLG reports its recommendations to the PRGAB. Plans, Program Statements and Priorities generated by the PLG may be accepted in whole or in part at the discretion of the PRGAB. In either case, the intact revised Master Plan from the PLG will be forwarded to City Council along with specific recommendations from the PRGAB.

### 5. REPRESENTATION

The PLG will be representative of persons with interests in the park and appropriate uses. The process will not include alternates. PLG Members will be expected to represent the interests of (a) themselves, (b) organizations that have authorized the PLG Member to represent them, and (c) groups of constituents from a similar interest group.

### 6. RESPONSIBILITIES

#### Deliberating in Good Faith

PLG Members will share information with constituents and share their interests with other PLG Members. The primary responsibility of a PLG Member is to balance interests and participate in the development of the revised Master Plan. PLG Members will endeavor in good faith to develop a consensus Plan that is satisfactory to all PLG Members. PLG Members will ensure an integrated approach is taken in drafting the revised Master Plan by meeting together as needed to assure strong communication and collaboration between all the PLG Members.

#### Representing Constituents

In developing a Draft Master Plan, PLG Members will consider the interests of all Residents as well as their own particular interest group when reviewing issues and recommendations. PLG Members will invite proposals from their constituents to present to the PLG and will provide proposals from the PLG to their constituents for feedback and input through the public fora convened by the PLG as well as personal outreach throughout the process.

### Attending Meetings

Each PLG Member is expected to attend and fully participate in each meeting. PLG Members shall read appropriate materials and arrive prepared to work. Materials presented for discussion will be distributed at least one week in advance of the meeting, as practical. Any PLG Member that anticipates not being able to attend should notify the Project Team in advance by E-mail or telephone.

In the event that the PLG Member is not able to attend a meeting of the PLG, and the PLG Member is not in agreement with any actions taken by the PLG during his/her absence, that Member has until the meeting summary review at the next meeting to register his/her dissatisfaction with actions taken. A reasonable amount of time will be devoted to old business at meetings. E-mail may be used to expedite this process.

## **SCOPE AND DURATION**

### **7. FINAL PRODUCTS**

The PLG will provide direction for the development of a Chavis Park Master Plan. The Master Plan will include: (1) a Program Statement, (2) a Draft Master Plan, (3) Priorities for Phased Development, and (4) a Final Proposed Master Plan. A description of each of these is included in Appendix A.

### **8. SCHEDULE AND DURATION**

The PLG will convene for an initial retreat followed by eight PLG meetings. Additionally, the PLG will convene two public fora to gain public feedback throughout the Conversation. Finally, PLG members will present the Master Plan to the PRGAB and City Council for review and adoption. An initial schedule is included in Appendix B

## **PROCESS**

### **9. DECISION PROCESS**

The PLG will operate by consensus of all members represented at the meeting. In making decisions, each PLG member will indicate his/her concurrence on a specific proposal using a five-point scale. If all efforts have been made to arrive at full consensus, but it appears that the PLG will not be able to achieve it, the group may choose to proceed with less than consensus in order to achieve progress. At the conclusion of a process, a final report will document the level at which individuals or groups supported the final proposals. All recommendations, major reservations, and the full lack of support to implement recommendations or decisions will be documented. This information will be documented in meeting summaries and in the final report provided to the PRGAB and City Council. See Appendix C for a description of consensus and Appendix D for a detailed outline of the Five-Point Consensus Voting process.

## **10. GROUND RULES FOR INTERACTION**

In order to have the most efficient and effective process possible, PLG Members will follow these basic ground rules:

- Be fully present in the conversation.
- Be respectful.
- Be responsible.

More specific ground rules for meetings and the process are outlined in Appendix E.

## **ADMINISTRATION**

### **11. APPOINTMENTS, WITHDRAWAL AND REPLACEMENT**

Voluntary Withdrawal and Replacement Appointments. If a PLG member withdraws from the PLG, he/she may nominate a replacement. The Department may appoint the nominee or another replacement member of their choosing from the same interest group or neighborhood. No replacement is necessary if an existing PLG member can reasonably represent the withdrawn member

New Member Appointments. The PLG will depend on the current appointed members to carry out the task of developing a Chavis Park Master Plan. Should the PLG choose to continue beyond the adoption of the Master Plan, new member appointments will be considered according to the following principles. When evaluating potential new members, the PLG will first ensure that the interests that the potential new member would represent cannot reasonably be covered by an existing PLG member. If the PLG decides there is in fact a need to have additional interests represented, then the PLG will identify potential candidates and review their qualifications (e.g. past experience in collaborative team processes, knowledge about the issues and the interests they represent, communications mechanisms for sharing information, etc.). The PLG will decide by consensus if a particular candidate is to be added to the PLG.

### **12. PUBLIC INPUT**

The PLG is intended to be representative of the public through the members' own organizations or affiliations, as well as through their work with other groups. All PLG meetings are open to observation by the public. Public comment will not be a regularly scheduled part of the PLG meetings, however, the public is invited to submit comments in written form to the Project Team. All comments received will be shared with the PLG by the Facilitator at the beginning of each meeting. In addition, two forums will be held over the course of the project to gather additional public input on the process and outcomes.

### **13. RESPONSIBILITIES OF THE FACILITATOR**

Skeo Solutions, Inc. will provide facilitation for all PLG Meetings. The roles and responsibilities of the Facilitators include:

- Facilitating meetings in a manner consistent with interest-based negotiations and this charter;
- Keeping meeting attendance records of all PLG Members;
- Helping the PLG stay on task and on process;

- Protecting participants (committee members and the public) and their ideas from attack, while ensuring that provocative issues are not avoided, but are discussed in a candid and respectful manner;
- Helping PLG Members to concisely describe their interests;
- Helping PLG Members find innovative and workable solutions;
- Helping PLG Members reach agreement;
- Providing for equitable participation by all PLG Members;
- Working, both at and between meetings, with PLG Members to assist in the free exchange of ideas between the Members and to resolve any impasses that may arise;
- Periodically surveying a sampling of PLG Members to assess fairness, meaningfulness, and efficiency of the process;
- Maintaining a list of significant topics on which the PLG has reached consensus or have failed to reach consensus;
- Acting as contact point and spokesperson for the stakeholder process and its progress (except when otherwise agreed to by the PLG) for the public and the media. In conjunction with departmental staff's outreach and media efforts, the facilitator will help keep the public informed about the progress of project by keeping the website updated.

#### **14.MEETING SUMMARIES AND AGENDAS**

##### Meeting Summaries

The facilitator will develop meeting summaries capturing the high level agreements and next steps from the discussion within 21 days following the PLG meetings and will notify PLG Members of their availability. E-mail will be the primary form of information dispersal and correspondence within the PLG with the option of having material faxed or mailed to those who do not have email or web access. Summaries shall include an attendance record, a summary of actions taken at the meeting, and other information pertaining to the deliberations. In general, discussion of new substantive issues will not commence until the summary of the preceding meeting is approved.

##### Agendas

At the end of each meeting, the PLG will specify a tentative agenda for the following meeting. The Facilitator will develop draft meeting agendas prior to each meeting. Final agendas including any added topics will be approved by the PLG at the start of each meeting.

#### **15.AMENDMENTS TO THIS CHARTER**

Changes to the charter can be made at any meeting of the PLG by consensus.

## APPENDIX A – SCOPE

The PLG will provide direction for the development of four products described in more detail below: (1) a Program Statement, (2) a Draft Master Plan, (3) Priorities for Phased Development, and (4) a Proposed Plan.

- A. A **Program Statement** describes the overall vision for the park, including uses, sensitivity to natural elements, identity, history, and other characteristics as appropriate. Based on the Program Statement, the design professionals will develop alternative site-related diagrams representing a range of Plan Alternatives. The committee will select the concept that best accomplishes the Program Statement goals, including having the opportunity to develop the alternatives presented or propose their own.
- B. The **Draft Master Plan** shall include the conceptual plan rendering, the Program Statement, other background information as appropriate, a written description of the conceptual plan, including the established elements of other previously adopted Plans, as well as recommendations for improvements.
- C. The PLG shall recommend **Priorities** for phased development of the project, with consideration given to information on existing and anticipated funding.
- D. The Program Statement, Draft Plan, and Phasing Priorities will be made available for public review and comment. The Public Leadership Group will address comments received and develop a **Proposed Master Plan**. The Proposed Plan will include the final conceptual plan rendering, program statement, other background information as appropriate, written description of the conceptual plan, and recommendations for phased development of the park project, as well as the established elements of other previously adopted master plans. The Proposed Plan will be forwarded to the PRGAB for their consideration.

## APPENDIX B – SCHEDULE

The PLG will convene for an initial retreat followed by eight PLG meetings. Additionally, the PLG will convene two public fora to gain public feedback throughout the Conversation. Finally, PLG members will present the Master Plan to the PRGAB and City Council for review and adoption.

The following chart outlines a draft meeting schedule for the PLG:

<b>Dates</b>	<b>Event</b>	<b>Description</b>
October 13th	Public Leadership Group Retreat	Training to provide skills and language for the conversation, which may include Alternative Dispute Resolution Training, Cultural Competency training and PLG Operating Principles
November 2012	PLG Meeting 1	Shared learning regarding the past and future of the park, including park conditions and features
December 2012	PLG Meeting 2	Shared learning regarding the past and future of the park, including park conditions and features
January 2013	PLG Meeting 3	Development of goals and principles for the future of the park and review of potential scenarios for park development
February 2013	PLG Meeting 4	Development of goals and principles for the future of the park and review of potential scenarios for park development
March 2013	<b>Public Forum &amp; Community Design Charrette</b>	Gather public input on goals, principles and preliminary scenarios developed by the PLG
April 2013	PLG Meeting 5	Selection of a preferred park concept plan and draft recommendations for park renovation
May 2013	PLG Meeting 6	Selection of a preferred park concept plan and draft recommendations for park renovation
June 2013	<b>Public Open House*</b>	Gather public input on the draft concept plan and renovation recommendations
July 2013	PLG Meeting 7	Finalization of the concept plan and draft and final Master Plan review
August 2013	PLG Meeting 8	Finalization of the concept plan and draft and final Master Plan review
October and November 2013	<b>Parks Board and City Council Presentations</b>	Members of the PLG present the Master Plan for review and adoption
December 2013	<b>Community Vision Celebration</b>	Celebration of the adopted Master Plan

### **What is Consensus Decision Making?**

Consensus is the decision rule that allows collaborative problem solving to work. It is a way for more than two people to reach agreement. Consensus prevents domination by the majority, allows building of trust, and the sharing of information, especially under conditions of conflict. Consensus does not mean that everyone will be equally happy with the decision, but rather there is general agreement and support that the best decisions or recommendations that can be made at the time, have been made, with the people involved. Consensus principles include:

- Consensus requires sharing information, which leads to mutual education, which provides the basis for crafting workable and acceptable alternatives.
- Consensus promotes collaborative thinking of a diverse group and leads to creative solutions.
- Because parties participate openly in the deliberation, they understand the reasoning behind the recommendations and are willing to support them.
- The focus for each stakeholder should be on making good decisions for the future of Chavis Park, and that represent the interest of his or her constituency, not simply to reach agreement.



## APPENDIX D – THE FIVE-POINT CONSENSUS DECISION PROCESS

In making decisions, each PLG member will indicate his/her concurrence on a specific proposal using a five-point scale. The scale allows PLG members to clearly communicate their intentions, assess the degree of agreement that exists for a particular proposal, and register their dissatisfaction without holding up the rest of the PLG. The five-point scale is as follows:

<b>1</b>	<b>Endorsement</b>	Member fully supports it
<b>2</b>	<b>Endorsement with minor point of clarification</b>	Basically, member supports it.
<b>3</b>	<b>Agreement with minor reservations</b>	Member can live with it.
<b>4</b>	<b>Stand aside with major reservations</b>	Formal disagreement, but will not block or hold up the proposal/provision from moving forward.
<b>5</b>	<b>Block</b>	Member will not support the proposed plan.

If all efforts have been made to arrive at full consensus, but it appears that the PLG will not be able to achieve it, the group may choose to proceed with less than consensus in order to achieve progress. In the event of lack of consensus, the PLG will;

- Allow time for the dissenting parties to express their concerns, rationale, and alternative points of view,
- Note the range of views presented on the decision or proposal at hand and record those views in the meeting summaries, and,
- Make clear in any verbal or written communications that the decision to proceed with less than consensus was made in order to proceed, but that consensus was not achieved.

Facilitators measure the PLG's consensus on a given proposal by open polling of the members present. The levels of consensus are:

<b>Consensus</b>	All PLG members present rate the proposal as a 1, 2 or 3
<b>Consensus with Major Reservations</b>	All PLG members present rate the proposal as a 1, 2 or 3, except at least one Committee member rates it as a 4
<b>No Consensus</b>	Any PLG member present rates the proposal as a 5

At the conclusion of a process, a final report will document the level at which individuals or groups supported the final proposals. All recommendations, major reservations, and the full lack of support to implement recommendations or decisions will be documented. This information will be documented in meeting summaries and in the final report provided to the PRGAB and City Council.

## APPENDIX E – GROUND RULES

In order to have the most efficient and effective process possible, PLG Members will be fully present in the conversation, be respectful and be responsible. More specific ground rules are outlined below:

- Stand name tent up to be recognized and speak one at a time.
- Be concise and stick to the topics on the meeting agenda.
- Speak to the whole group when talking; avoid side conversations.
- Honor the agenda.
- Ensure participation is balanced and everyone has a chance to be heard.
- Help start and end the meeting on time.
- Put cell phones on “vibrate” and leave the room when a call is received.
- Recognize that everyone’s interests are important.
- Agree that it is okay to disagree, and disagree without being disagreeable.
- Put personal differences aside in the interest of a successful PLG
- Focus on the problem, not the person.
- Encourage free thinking. Offer mutually beneficial solutions.
- Encourage candid, frank discussions. Be honest and tactful. Avoid surprises.
- Openly express any disagreement or concern with all other PLG Members.
- Focus on the problem, not the person.
- Actively strive to understand others points of view.
- Follow through on commitments.
- Share information discussed in the meeting with the organizations and constituents represented and bring back to the PLG the input from constituencies as appropriate.
- Communicate the requirements of this charter with the organizations they represent to minimize the possibility of actions contrary to the charter.
- Commit to issues in which they have an interest.
- Support and actively engage in the PLG’s decision-making process.