City of Albuquerque Land Use Facilitation Program
Case Management Process

PRE-MEETING ACTIVITIES

1. Receive a referral: Marsha emails asking if you are available. If yes, she will send you the FACILITATOR REFERRAL & CHECKLIST. Note the Important Dates: update needed, report due to planner, and EPC or other hearing date. The updates should be brief. Examples: a meeting is scheduled (include, date, time, place), or agent is considering a deferral, or NAs are not interested in a meeting at this time. Always include Project Numbers with all information and all emails. The updates go into a report for the Pre-Hearing Discussion so a timely email updating me on the project is very important.

> *Turn-around time is essential for a healthy & successful program.*
>
> *Note the important dates specified in the Facilitator Referral & Checklist: update needed, report due to planner, and EPC or other hearing date.*
>
> *Call the parties immediately. If the parties' available dates don't work for you, please feel comfortable returning the project to me. I will assign it to another facilitator and put you back in the rotation.*
>
> *Projects must be completed within a month of receiving the referral. If there is a problem with meeting that deadline, call me.*

   a. Types of projects
      i. EPC
         1. "Big Box"
      ii. Pre-Application
      iii. Zoning
         1. Board of Appeals
      iv. Cell phone projects (aka Administrative Amendments)
      v. City Council (an appeals process)
      vi. DRB
      vii. LUCC
   b. Receive the case file.

c. Persons involved in the process: Names, Positions, Contact Information

d. Extraordinary circumstances

2. Call the Parties

   a. Call the Planner first: find out when s/he needs your report. The phone call to the planner is an opportunity to learn more about the project: most facilitators ask the planner if there is anything they would like to share about the project, any history relevant to the upcoming meeting, and what s/he hopes to learn from the report. (See Questions for Planning Department Personnel).

   b. Next call the agent to confirm interest in holding a facilitated meeting: you will some useful background information such as whether they have met with the NAs previously; if there is conflict or consensus; what they hope to accomplish; if they are familiar with the EPC or other process; other parties who are involved, etc.)

   c. Call the NAs and other interested parties: you will learn about their concerns. The NA contacts will be helpful in selecting a good meeting place so you may discuss the meeting site with them.

   d. These phone calls will help you determine if city experts are needed at the meeting.

   e. The first phone call to each party is a critical point; email communication is the norm after first phone call.

   f. Understand time line for the project

   g. Establish call back dates for agents and neighbors.

3. Set up meeting/determine No Meeting

   a. Who determines date/place? Finding a facility. What problems arise here and how do you deal with them? Key pick-ups.

4. Acquaint NAs with their role/responsibilities (EPC Application Process for NAs).

5. Meeting Notification: Notification is through e-mail. All Emails must have the Project Number in the Subject field. Anytime email about a project is sent to anyone, follow this protocol.

   a. Typical notification template in Samples/Models.

   b. Good Subject is "Project #1005466 Meeting Scheduled"

   c. Extraordinary circumstances

6. Select a co-facilitator. For new facilitators, follow the Mentoring Process. Or, please check with me to discuss which facilitator may be most helpful to you at the beginning.

7. City personnel at Meetings: Determine if experts are needed; arrange for experts through Shannon. City Personnel need timely notice in order to be at facilitated meetings.

8. Prepare an agenda; be familiar with parties' concerns.

9. Determine meeting size, volatility, other circumstances.

10. Reminder email.

MEETING ACTIVITIES

1. Set up the room

   a. Arrive early to set up the room

   b. Sign-in sheet at entrance (with pens, multiple sheets, etc.)

      The Sign-In Sheet (see Forms) is appended to the Report. The Appended Sign-In Sheet, which is submitted along with the report, lists the names of attendees only; do not list emails or telephone numbers. Note that the facilitator uses the contact information on the Sign-In Sheet to distribute the Report.

   c. Post Guidelines

   d. Post Project Information

   e. Handle Signage

   f. Set up any equipment

   g. Greet people

   h. Taping/video-taping guidelines

   i. Dress codes: using dress/appearance to create Facilitator Presence

<u>*SUGGESTIONS FOR A SMOOTHER MEETING*</u> *Post an agenda* *Post the following <u>project information</u>:* ***Project Number*** ***Facilitator and email*** ***Co-facilitator*** ***Applicant*** ***Planner with contact information*** ***Date of Study Session (see EPC or other calendar)*** ***Date of Hearing (see calendar)*** *Bring name tags. Wear a name tag.* *If the group is small, have people introduce themselves and their affiliation at the beginning. If the group is large, have them say their name and affiliation when they speak.* *If the group is small, have a seat at the table with them; don't use a podium; keep the group intact.*

2. Brief the co-facilitator: either at the meeting or before. Understanding acronyms and lingo (e.g. Coors Corridor; Westside Strategic Plan; DRB; LUFF, etc.) before the meeting begins can make note taking easier. Briefing should take about 15 minutes.

3. Start the meeting on time.

4. Be prepared: with phone numbers of all parties, a way to contact them if they are late; contact information for the location or arrangement to have the site open;

5. Facilitator Presence

   a. Set the tone

   b. Control the process

   c. Wear one hat

6. Introduce the process/open the meeting. See Sample Introduction.

   Key points to make in the introduction:

   a. You and the co-facilitators are neutrals. You do not represent the city, or the NA, or the applicant (some facilitators like to say they are independent contractors or small business owners…)

b. You are at the meeting to facilitate a dialogue, to help everyone get their concerns out on the table, to move the conversation along, to help the group figure out where there are agreements…
c. Remind the participants that the benefits of a facilitated meeting is that their concerns, agreements, and points of view become part of a public record (the Report) which is not available when they have meetings that aren't facilitated.
d. Explain role of co-facilitator/note taker.

e. Encourage parties to tell you if there are corrections to the notes. Stop and correct mistakes right then.
f. The report from the meeting will be emailed to them by you by (provide the date). (Facilitators please note: It is our policy **not** to change/amend/revise reports once the lead facilitator submits it unless there are errors in the report that can be confirmed from the notes. The notes are the most important product next to the report. The notes are the public record and they can be corrected as they are being taken. Make sure the participants know that they can stop the note-taker to correct her/him. Do not offer to amend the report. Tell the participants at some point near the end of the meeting, as you are reminding them of when you will email the report out, that if they have other comments or differences of opinion once they read the report, they must send their comments in a letter or email to the planner.)
g. Remind them when the EPC or other hearing is.

<u>Shared Role Responsibilities</u>

Facilitator role: Your job is to be explicit with the co-facilitators about what you need.

Co-facilitators: Your job is to help the facilitator with set up and break down, take the notes, and provide the support the lead has requested.

Both: Arrive at least ½ hour before the meeting starts to set up. 1. Set up includes not only setting up the chairs and tables but also putting the sign-up sheet in a visible place, post an agenda if there is one, post the <u>project information</u> (see below). Lead and co-facilitator discuss how they will work together, if/when/how co-facilitator can 'break in' with a question or request for clarification, etc. 2. Break down. 3. Supplies: Lead brings the paper, tape, easel, pens, etc. However, the co-facilitator should also bring supplies in case there is a problem. Both should be prepared.

7. Facilitate the meeting
8. Close the meeting
    a. Summarize and agreed-on follow-up steps and logistics.
    b. Distribute evaluations/City personnel will collect them.
    c. Remind parties of EPC or other hearing date.
    d. Remind them to get feedback to the planner.
    e. Report will be emailed to them; Amendment issue.
    f. Deferrals; second meetings; else…
    g. Thank you's.
9. Debrief with co-facilitator; clarify expectations regarding notes, report writing, etc. (See Debriefing Tools).

For the Co-facilitator:

1. Arrive early enough to be prepared to start on time with everything you need set up before the participants arrive. Guideline is to arrive at least ½ hour before the meeting starts. This is time when you and the Lead facilitator can prepare as a team for the meeting: develop clarity about your working relationship; find out what kind of support the Lead needs from you and what behaviors she will find unacceptable. For example, is it acceptable to the Lead if you as co-facilitator break in with a question, and what are acceptable break-ins and what aren't for the lead in this particular meeting. Usually, the co-facilitator break-in is limited to getting clarity for the notes. It is essential unless the Lead directly asks you to share running the meeting with her/him to avoid offering advice or trying to give direction to the meeting.

2. Take Verbatim Notes unless otherwise instructed by the lead facilitator. It is useful to take notes alternating different colors: perhaps for each participant group, for example, the NAs, the applicant, the city personnel. Some Leads want different colors for different topics. Work it out with the Lead.

3. Decide if you will post the notes as you complete a sheet or not. It is not necessary to post the flip chart sheets.

4. Break down.

5. Debrief!

<u>POSSIBLE MEETING OUTCOMES</u>
No meeting held (No Meeting Report filed)
Meeting held and ready to go to EPC or other hearing (Facilitated Meeting Report filed)
Second meeting requested by attendees (Facilitated Meeting Report filed; inform WHO/HOW about next meeting?)
Agent decides to request Deferral from Planning Dept. (Facilitated Meeting Report filed; inform appropriate people about possible deferral request) (in this case you will probably see the project again)
Applicant decides to remove the application.
Parties will continue discussions without a facilitator.

POST-MEETING ACTIVITIES

1. Write the report and distribute within 48 hours (this includes Weekends, not limited to M/F timeframe). (for new facilitators – ML can review the report with you or your co-facilitator can; see below for Mentoring, learning curves, etc.)

    a. The reports are due to the Planner two weeks prior to the EPC hearing date. With other types of projects/hearings, due dates must be discussed with planner. Sometimes a short extension is available, dependent on the planner's needs. If an extension is agreed upon, you must notify Marsha, Shannon, & Dima ahead of time.

    b. No Meeting Report: distribution list is to all including NAs, applicant, agent, City Personnel, and Marsha.

    c. Facilitated Meeting Report: same as above including anyone signing in who requests a report.

2. Amendments to Reports

No revisions are permitted to the report. If a change in the submitted report is necessary, it must be done through an amendment to the report. An amendment may be used to correct a piece of information that was misrepresented in the report, such as a street name, the height of a building, a date, etc. An amendment is not an opportunity to include new information or opinions. In the instance where a party wishes to add new information or ideas after the meeting report is distributed, suggest they send their comments directly to the planner. Be gracious by letting them know their points of view are important and will be most effectively heard through a letter or email to the planner. If you are writing an amendment for the first time, please check with an experienced facilitator or Marsha and consult the sample Amendment.

3. Prepare and submit your invoice within 30 days of the meeting.
    a. Billing Guidelines
    b. City prerogatives regarding Invoicing
    c. Sample Invoice

OTHER LUF COMPONENTS

Contract

Facilitator Meetings & Trainings

Mentoring/Internship