

# Community Advisory Council Santa Barbara County APCD Decision Making Workshop

October 14<sup>th</sup>, 2015

6:30 – 8:30 pm

Buellton, Marriott

Facilitator: Angela Antenore

# Mission of the Santa Barbara County APCD

*The Santa Barbara County Air Pollution Control District is a local government agency that works to protect the people and the environment of Santa Barbara County from the effects of air pollution. Our jurisdiction covers the entire County including the incorporated cities of Buellton, Carpinteria, Goleta, Guadalupe, Lompoc, Santa Barbara, Santa Maria, and Solvang.*

# Why This Workshop?

From the CAC Bylaws: Article III Consensus, Voting, and Minority Recommendations

- Section 1. Consensus — In order to discourage divisive discourse and to promote cooperation characterized by interest-based negotiation, the CAC shall make every attempt to develop all recommendations by consensus. One CAC meeting each calendar year may consist of training in "Consensus Decision Making" conducted by a qualified, professional trainer.

# What This Workshop is Not



"That's just a fancy way of saying you agree with everything the boss says."

# Goals Consensus Decision Making Workshop

1. Confirm understanding of CAC members' roles and goals
2. Get reacquainted with fellow CAC members including their work related to APCD goals
3. Explore decision making processes to be utilized by the CAC to foster productive deliberation and inclusion of input and ideas related to issues brought before the CAC
4. Confirm process to bring the CAC's input and recommendations to the Board of SBCAPCD

# Introductions:

## Who We Are & Why We Are on the CAC

*Briefly* introduce yourself (30 – 45 seconds/person):

1. Name
2. Which Board member appointed you to the CAC
3. What brings you to the CAC?  
*(Focus: Related to the work of the CAC & APCD)*
4. One request of the group that would help you engage most productively and respectfully in our work together as the CAC

# Ground Rules for Discussion

*Ground Rules will be based on the requests of the group in prior discussion, and will include:*

- ✓ Listen respectfully with the aim to understand
- ✓ Allow opinions to be heard – seek out the inclusion of diverse ideas and perspectives
- ✓ Speak truthfully and based on data/facts
- ✓ Contribute ideas and information in service of the collective good
- ✓ Be open to new ideas and perspectives in addition to your own
- ✓ Respect timeframes
- ✓ Limit distractions, (e.g., silence electronics)

# Overview of Roles in Decision Making

## APCD & The CAC

- **Decision Makers** = The APCD Board
- **Advisors** = The CAC and its members
- APCD staff
- Other Stakeholders
  - the community
  - Local/State agencies
  - Regulated sources



# Article III APCD CAC By-Laws, 2010: Consensus, Voting, and Minority Recommendations

## Section 1. Consensus

- Excerpted: “...One CAC meeting each calendar year may consist of training in "Consensus Decision Making" ...”

# Voting & Decision Making Processes (cont.)

## Section 2. Voting

Voting shall follow Roberts Rules of Order, except the Chair shall not be able to make motions or to vote on any issue at any time. No item shall be forwarded as the recommendation of the CAC unless it has received a majority vote of those members present. Any member may request that any specific vote be called and recorded by name. The members may also request that statements qualifying or clarifying their votes be placed in the record, but they are individually responsible to provide, and correct as needed, those written statements for the Chair. All voting records are in the minutes and are provided to the Board. Each member has only one vote. There are no proxy votes.

*Source: Article III APCD CAC By-Laws, 2010*

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# Voting & Decision Making Processes (cont.)

## **Section 3. Minority Recommendations**

If a recommendation receives at least one (1) vote but less than a majority, it may be forwarded to the APCO and/or Board as a "minority recommendation."

# Voting & Decision Making Processes (cont.)

## Section 4. APCO Authority

Section 40752 of the California Health and Safety Code establishes the authority and responsibility of the Air Pollution Control Officer to enforce and observe applicable sections of the Health and Safety Code; all orders, regulations, and rules prescribed by the Board; and all variances and standards which the APCD Hearing Board has prescribed.

# Voting & Decision Making Processes (cont.)

## Section 5. Failure to Achieve Consensus

The consensus process is intended to facilitate decision-making, not create delay.

However, it is recognized that in rare circumstances it may be difficult for the CAC to achieve consensus or obtain a majority vote on some issues.

Pursuant to the authority cited in Section 4. above, the APCO shall have the authority to make recommendations to the Board which do not reflect a consensus of the CAC or which are not consistent with CAC majority recommendations.

# Decision Making Models: Consensus

- Article III: Members of the CAC are expected to aim for consensus on recommendations to the APCD Board
- If member(s) wish to dissent from the group (in other words, “block” consensus), they are encouraged to provide their rationale so it can be recorded in the Minutes for the Board’s consideration.

# What is Consensus?

Consensus is a cooperative process in which a group crafts a decision that all members can live with (e.g., each member believes that the decision best meets the groups' needs, even if it was not his/her first choice.)

*Source: Larry Dressler, Consensus Tools, Blue Wing Consulting*

# Consensus?

Consensus is a cooperative process in which a group actively crafts a decision that's in the best interest of the whole and that all members can live with (e.g., each member believes that the decision best meets the groups' needs, even if it was not his/her first choice.)

It's not mere acquiescence - consensus goes several steps beyond, moves people from being resigned recipients of instructions to dedicated champions of an idea.

- A group reaches consensus when all members agree upon a single alternative, and each group member can live with it.

*“I believe you understand my point of view and that I understand yours. Whether or not I prefer this decision, I can /will support it because....”*



# Consensus: Esprit de Corps

- I believe you understand my point of view and I understand yours.
- And, whether or not I prefer this decision, I support it because the way we reached it was fair and open, and is the best decision for us at this time.

# When to Use Consensus

- To build support, ownership and commitment to a decision *(in this case, of the APCD Board)*
- To enhance the capacity for collaboration and cooperation in a group. *(The CAC)*
- To increase the likelihood that people are willing to bear the “cost” of changes.
- To give people influence over decisions that impact them. *(Decisions made by the APCD Board)*

Source: Larry Dressler, *Consensus Tools*, Blue Wing Consulting

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# Tips for Consensus

- Avoid arguing a position that only meets your needs
- Treat differences of opinion as your most valuable resource
- Encourage thorough airing/vetting of dissenting views and dissent
- Avoid win-lose techniques like majority voting, coin flips, etc.
- Synthesize, don't compromise – look for ways to combine ideas
- Do not agree simply to avoid conflict

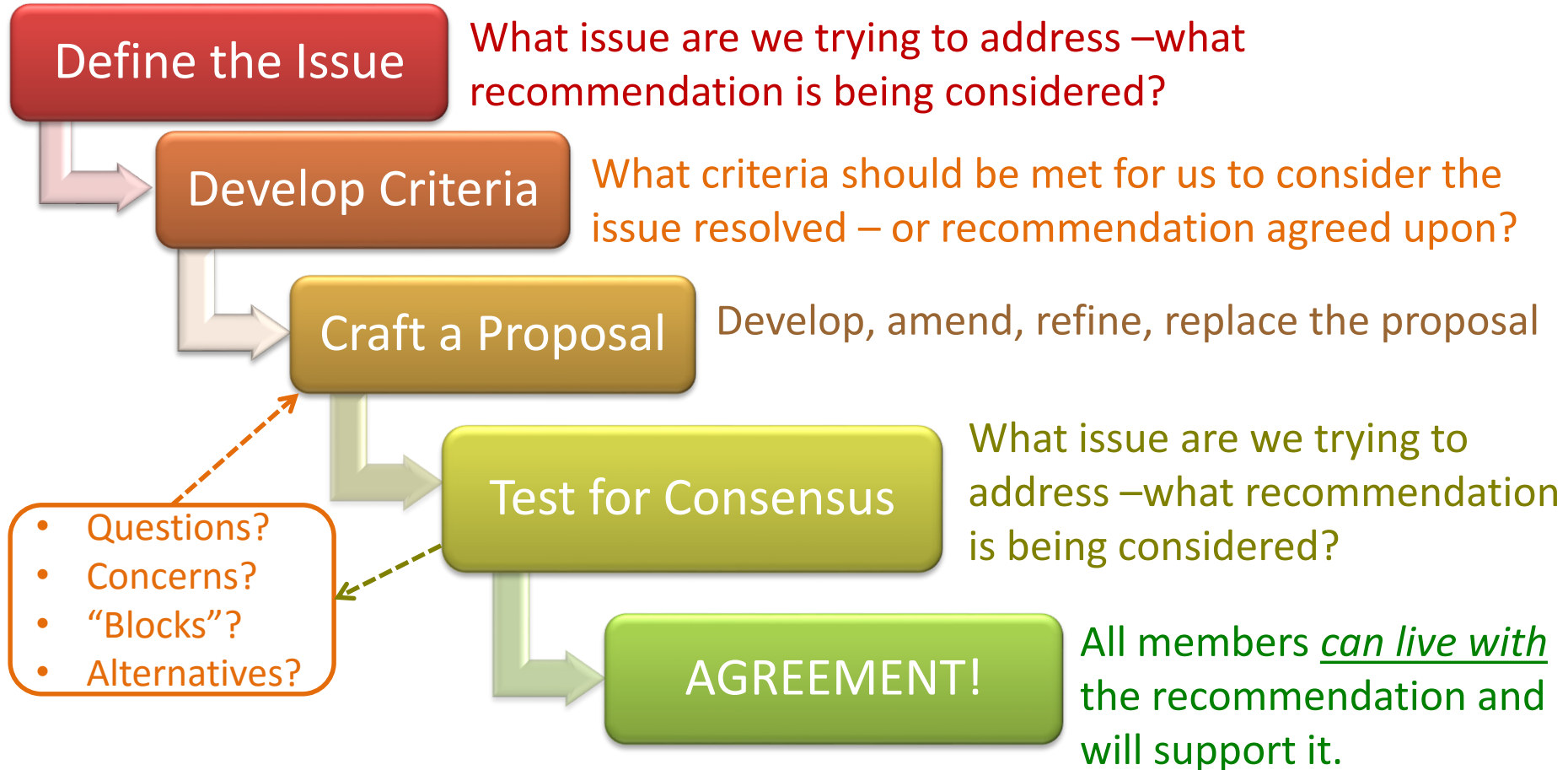
*Remember: In reaching consensus, you can agree and still have reservations.*

*Source: Larry Dressler, Consensus Tools, Blue Wing Consulting*

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# The Consensus Process\*



\*Source: Larry Dressler, Consensus Tools, Blue Wing Consulting

# Alternatives to Consensus

This is not voting, but rather an efficient way to determine:

- Has the group reached consensus?
- If not, what questions remain?
- Who has them?



# Alternative Approaches to Consensus

Communicate level of agreement to indicate:

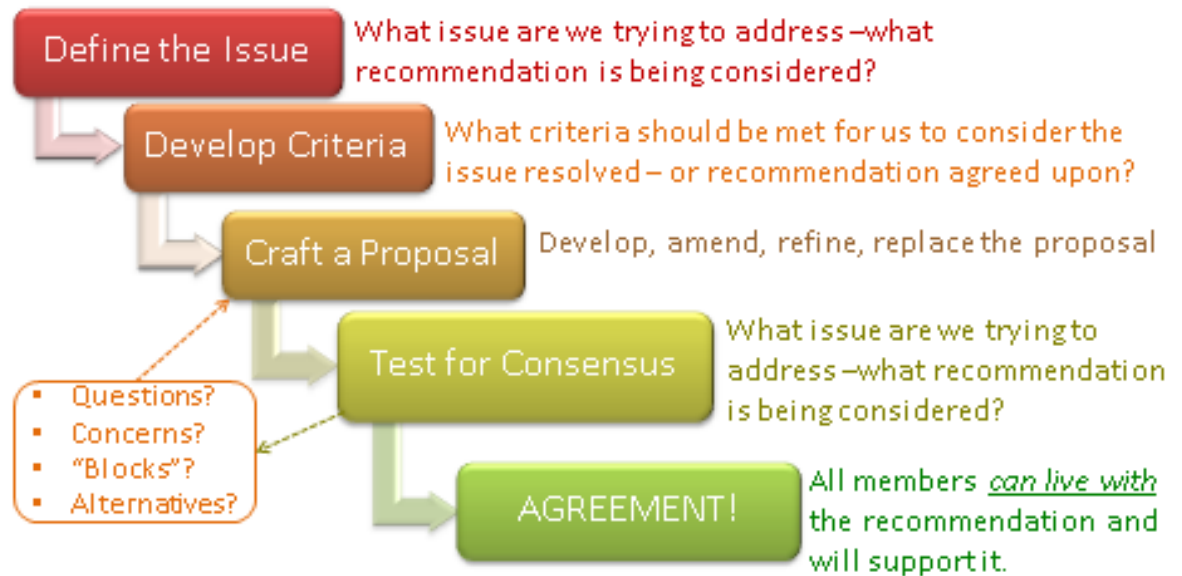
- 1 I agree with the proposal at hand
- 2 I am neutral, or basically for it with some slight reservation
- 3 I have a question to be answered before I can make a decision
- 4 May not prefer it, but will support it because it was arrived at fairly and openly and is best solution for us at this time
- 5 I have a serious reservation, but I am not willing to block consensus
- 5 Block: I believe this proposal is not in the best interests of the project, and I will block consensus



# Consider...

Should 16  
year-olds be  
allowed to take  
passengers in  
their cars?

## The Consensus Process\*



\*Source: Larry Dressler, *Consensus Tools*, Blue Wing Consulting

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# Guidelines on Reaching Consensus:

1. Listen: Pay attention to others
2. Encourage participation
3. Share information
4. Don't agree too quickly
5. Don't bargain or trade support
6. Don't jump too vote too soon
7. Treat differences as a strength
8. Create a solution that can be supported
9. Avoid arguing blindly for your own views
10. Seek a mutual-gains solution



# When Consensus is Not Possible

- Robert's Rules of Order
- Votes will be documented
- If you feel strongly enough to “block” consensus, you are encouraged to provide a rationale so it can be documented.
- Provide rationale as to “why/why not” in recommendations
- Recommendations will be documented in the Minutes and in the advisory information to the Board for their decision making



"Everyone *finally* agrees: the only consensus is there's no consensus."

# Next Steps/Wrap-up – Ben E

- **Next Steps / Wrap-up**