

Planning Commission Training

2023 HAINES BOROUGH



Planning Commission

Required by the State of Alaska for all Home Rule Boroughs to provide for planning, platting and land use regulation.

Both a **decision making body** for the community when it issues permits and variances and approves plats, and an **advisory body** to the assembly when it makes recommendations on the comprehensive plan, land use regulations and community development issues in general.


Planning Commission Powers and Duties in Charter

Section 8.01 provides:

Purpose. The Haines Borough Planning Commission shall be the sole planning body of the borough, guided by the comprehensive plan.

Section 8.03 Powers and Duties:

The planning commission shall have such powers and duties as provided by this charter and subsequent borough code as prescribed by the assembly. The planning commission shall

- (A) present to the assembly a comprehensive plan including recommendations for zoning districts based on existing land uses and information gathered by a public hearing process;
 - (B) advise the assembly on all matters related to planning and zoning, including the establishment of political boundaries;
 - (C) formulate and develop planning proposals for submission to the assembly whenever requested to do so by the assembly or upon its own motion;
 - (D) gather information and inform the public at hearings on planning matters, promote public interest and understanding of the comprehensive plan;
 - (E) plan for borough capital improvements and land sales
- 

Statutory Duties of the Commission

AS 29.40.020(b)(1) and (2)

Prepare a Comprehensive Plan

Act as a Platting Authority

Review and Recommend Land Use Regulations

Review and Recommend the Rezone of Property

Act on Variances and Land Use Permits

Review and Advise on Land Acquisition and Disposal

Hear Appeals from Administrative Decisions

Review and Recommend Capital Improvements

Slide 4

AF2

Alekka Fullerton, 3/31/2023

Comprehensive Plan


Contains an inventory of community conditions, policy statements to guide community development, and maps displaying intended land use in the community.

A Request for Proposals has been issued for the commencement of the review of the existing comprehensive plan. This will be one of the major undertakings for FY24.

Per HBC 18.30.040 - A comprehensive plan is a compilation of policy statements and maps for guiding the physical, social and economic development, both private and public, of the borough, and may include, but is not limited to, the following: statements of policies, goals, standards, a land use plan, a lands classification plan and requirements for disposal of borough lands, a community facilities plan, a transportation plan, and recommendations for plan implementations. The assembly shall be guided in the adoption of the comprehensive plan by the recommendations of the planning commission. The assembly may modify the plan, provided it first obtains the recommendations of the planning commission. The planning commission shall undertake the overall review of the plan at least once every six years and shall present recommendations based on the review to the assembly.

Why do we need to plan?

Exert control over the type, location, costs and effects of development. In order to:

- Save money
 - Establish ground rules
 - Supports Economic Development
 - Provides a Forum for Reaching Consensus
 - Promotes good design
 - Promotes safety
 - Protects property and property values
 - Reduces Property and Environmental Damage
 - Reduces conflict
- 

Planning Commission Roles


1. Advisory

- *The Commission is the keeper of the plan. Make recommendations to the assembly for the adoption and amendment of Land Use/Development Code including policies, procedures and enforcement.*

2. Regulatory

- *Administers local land use regulations, such as zoning and subdivision ordinances. It issues (or denies) permits and variances, and approves (or rejects) subdivision plats. The Commission acts in a quasi-judicial role to make decision on the respective rights or claims of parties appearing before it.*

3. Procedural

- *Charged with properly noticing and running an open meeting, making fair decisions, and conducting itself properly and in the public interest.*
- 

How to be a good commissioner?

Come to the meetings prepared

- In advance of the meeting, review the packet including staff reports and recommendations, think about planning issues, review the facts, ask any questions you might have.

Be familiar with Code

Be familiar with the Borough

Be on time

Use formal forms of address (modelling behavior)



Planning Staff's Role

Administers land use regulations

Prepares staff reports and notices for meetings

Researches planning, land use, and development issues

Advises and assists the planning commission

Educates and assists the public

Knows and interprets laws and ordinances

Conducts community and capital project planning

Negotiates, facilitates, and coordinates between agencies, developers, and the public

Enforces municipal code and conditions of approval stipulated by the commission

Provides continuity- policy, documents and people

Manager Decisions re Land Use

Land Use Permits (except only a recommendation for Conditional Use Permits)

Enforcement Orders

Interpretation of Title 18

Short Plat



Planning Commission Meetings

Regular Meetings- Second Thursday of each month at 6:30 pm

- Agenda packet posted Friday before meeting
- Recorded and minutes taken are provided to the assembly
- Follows Robert's Rules
- Must have a quorum and now must have 4 affirmative votes

Special Meetings (called by the Chair or Staff HBC 2.60.070)

- Notice follows Assembly Special Meetings HBC 2.08.060 24 hr notice
- Must be time-sensitive or an emergency

Executive Session – may be allowed per AS 44.62.310 (HBC 2.60.110)

Work Sessions

- Informal but must still follow open meeting rules

Website: hainesalaska.gov

HAINES
BOROUGH
THE ADVENTURE CAPITAL OF ALASKA

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a municode design

Calendar

February 2023

« Prev Next »

Departments		Boards and Commissions		Reset		
- Any -		- Any -				
Sun	Mon	Tue	Wed	Thu	Fri	Sat
29	30	31	1	2	3	4
			PHAC 10:30am			
5	6	7	8	9	10	11
	GASC Meeting 6:30pm	Lutak Dock Town Hall Meeting 6:30pm	Planning Commission 6:30pm			
12	13	14	15	16	17	18
	Finance Committee Meeting 5:30pm Borough Assembly Meeting 6:30pm	Coordinated Transportation Plan update 3:00pm				
19	20	21	22	23	24	25
Borough Office Closed-President's Day (All day)	Commerce Committee Meeting 6:30pm					
26	27	28	1	2	3	4
	Personnel Committee 5:30pm Borough Assembly Meeting 6:30pm					

[Add to Outlook \(Out\)](#) [Add to Google Calendar](#)

Meeting Packets



BOROUGH ASSEMBLY

- Borough Assembly Contact Info
- Borough Mayor
- Meeting/Agenda Prep Schedule
- Assembly Committee Assignments
- Boards & Commissions
- Board Vacancies
- Resolutions Archive
- Ordinances Archive
- Ordinances Under Consideration
- Financial Disclosure Due March 15
- Haines Government History

Upcoming Events

Assembly 101
01/23/2023 - 5:30pm

Canceled Personnel Committee
01/24/2023 - 5:30pm

Borough Assembly Meeting
01/24/2023 - 6:30pm

[View the Calendar](#)

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Borough Assembly Meeting

Tuesday, January 24, 2023 - 6:30pm [Add to your calendar](#) [Back to calendar](#)

Meeting will be held in chambers and on zoom.
Hi there,

You are invited to a Zoom webinar.
When: Jan 24, 2023 06:30 PM Alaska
Topic: Assembly Meeting

Please click the link below to join the webinar:
<https://us02web.zoom.us/j/82403765128?pwd=QTM0V0hSR3pmM04wUlnqaDN4clhmZz09>

Passcode: 457296
Or One tap mobile:
US: +13462487799,,82403765128#,,,,*457296# or +16694449171,,82403765128#,,,,*457296#
Or Telephone:

Dial(for higher quality, dial a number based on your current location):
US: +1 346 248 7799 or +1 669 444 9171 or +1 669 900 9128 or +1 719 359 4580 or +1 253 205 0468 or +1 253 215 8782 or +1 646 558 8656 or +1 646 931 3860
or +1 689 278 1000 or +1 301 715 8592 or +1 305 224 1968 or +1 309 205 3325 or +1 312 626 6799 or +1 360 209 5623 or +1 386 347 5053 or +1 507 473 4847 or +1 564 217 2000
Webinar ID: 824 0376 5128
Passcode: 457296

Meeting Information

- Agenda:
- [1-24-23 Agenda ONLY \(89 KB\)](#)
 - [1-24-23 Agenda PACKET \(52 MB\)](#)

Supporting Documents

- [Permanent Fund Strategic Review from 12-13-22 Finance Committee Meeting \(2 MB\)](#)



Agenda

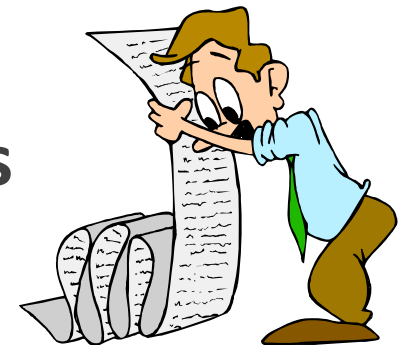
Allows everyone to know what will be discussed

Agenda Preparation Schedule

Agenda Preparation Procedure

Code-prescribed order of business

Consent Agenda



Open Meetings Act

The purpose of the Open Meetings Act is to ensure that the public has a reasonable opportunity to observe the governing body decision making. Decision-making involves not just the voting on the matter, but the discussion and argument leading to the vote and the information gathering process as well. The act give the public the opportunity to observe, but not the right to speak or give testimony at meetings.

- Open Forum
- Reasonable Public Notice
- Open Voting
- Limited Executive Session

Any action taken in violation of the Open Meetings Act may be voided.

Remedy: Do Over

To be safe, whenever commissioners are gathering facts, exchanging ideas, discussing strategies, or otherwise discussing commission business, and there are more than three of them, they are having a meeting and it must be noticed.

Robert's Rules of Order...

Required by HBC 2.10.050(A).

Clerk is parliamentarian.

Facilitates effective meetings and provides for fair, consistent decision-making.

Protects rights of the minority.

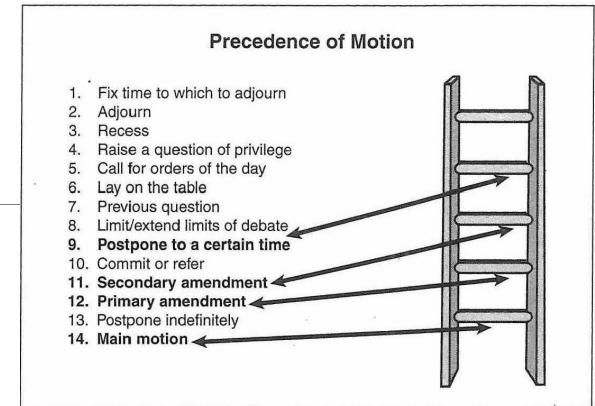
Meant to assist, not impede or obstruct business.

More than set of rules; it's a process for conducting business.



Basic Robert's Rules

- ▶ **Main Motion**
- ▶ **Primary Amendment** (changes the main motion)
- ▶ **Secondary Amendment** (changes the primary amendment)
- ▶ **Precedence of Motions**
- ▶ **Chair should restate motion prior to vote**
- ▶ **Raise a Question of Privilege**
- ▶ **Point of Order**
- ▶ **Suspend the Rules**



Motion to Postpone

Keep in back-pocket to bring out when feeling blindsided or in need of more information before voting.

To “a time certain.”

Otherwise, best to table or refer to committee.



Debate Decorum

Raise hand & be recognized by the Chair.

Comments made through the chair and addressed to the commission...not the audience.

The Chair will strive for balance of pros and cons.

“Call the Question.”

Do not debate with the audience.

[Be careful to show respect.](#)

Avoid “showboating”



Work Hard to Avoid...

Negative Body Language

Personal Outrage

Irrelevant Interjection

Personal Attack

Contempt

Harassment

Redundant Information

Grudges and Revenge

Posturing



Quorum


HBC 2.60.100 Quorum

- A majority of the voting members of a committee, board or commission shall be a quorum for the transaction of business. In the absence of a quorum for the transaction of business, any number less than a quorum may recess a meeting to a later time or date. In the presence of a quorum, no action shall be taken except upon an affirmative vote of a majority of the quorum present at a properly noticed meeting.

It is not good policy for a commission to act on controversial, complicated, or difficult issues when several members are absent, even though a quorum is present. A motion to postpone can be your friend.

Having a Good Meeting

Role of the Chair

- Run a timely meeting
 - Maintain order
 - Keep business moving- the chair should move the decision along by summarizing the facts and the positions presented by commission members and bring the matter to a vote.
 - Managing public testimony – allow same amount of time for comment
 - Prevent arguments
 - Understanding parliamentary procedure
 - Tying things together (findings)
- 

Simple Motion

How the Planning Commission conducts business (“I move...”

To make a motion, the person must be a voting member of the body that is meeting.

Usually must be seconded.

The Chair restates the motion, formally placing it before the commission.

Members debate the motion.

The Chair puts the question to a vote.

The Chair announces the results of the vote.



Amending the Main Motion

During Debate, a member may move to amend the motion

Second Amendment is in order– a third is not

Any further amendment would be out of order since it would be confusing

After the primary (and any secondary amendments) are disposed of (voted upon)- another primary amendment may be made.

There is no limitation on the number of primary amendments.

Example: Amending a motion

Main motion is “I move to paint the Public Safety Building”

- Primary Amendment: “I move to amend the motion to paint the PSB **Green**”
 - Secondary amendment “I move to amend the amendment to paint the PSB **lime green**”- this secondary amendment is in order since it modifies the primary amendment. BUT
 - Proposed secondary amendment “I move to limit the cost of painting to \$100,000” would be out of order since it does not modify the color which was the primary amendment.

However, the assembly could offer an additional primary amendment to limit the cost of the painting **AFTER** the secondary amendment and the primary amendment are voted upon since the limitation on the cost would still modify the main motion.

Withdrawing a Motion

After the motion is restated by the Chair, it is in the possession of the commission, and the commission's permission (majority vote) is needed to withdraw the motion. *This is different from the Assembly's special rules contained in HBC 2.10.*


If the Chair gets the sense that the commission as a whole would like the motion withdrawn, the Chair may announce "absent objection, the motion will be withdrawn".

Similarly, once the motion is amended, it must be put to a vote, however, the it could still be disposed of by the Mayor asking "absent objection, the motion will be withdrawn".

Once withdrawn, the assembly may offer a new motion, or move on with its business.

Qualities the Chair needs:

A good chair will be:

- Tactful
 - Decisive
 - Respectable
 - Respectful
 - Articulate
 - Knowledgeable about the issues
- 

Role of the Chair (and Vice Chair)

Attend pre-meeting meetings

Chair: Runs the meeting (Vice Chair: Runs meeting when Chair is unavailable)

Chair rules on point of order objections

Signs off on plats (mylar)

Approves minutes and Requests for Assembly Action

Works directly with the Planning staff

Vice Chair makes procedural motions

Both Chair and Vice Chair vote like all commissioners

How does a commission make decisions?

Using common sense – be reasonable

Thinking about what is in the best interests of the community at large- advance a public interest

Considering the rules- follow code

Using persuasion or arguments based on testimony

Interpreting the comprehensive plan in accordance with legal requirements

Regulating vs. banning

To make good decisions

Be consistent- Apply the same procedures to everyone

Decisions cannot be random – Explain the reasoning behind the decision- Reference actual facts in the record

Refer to standards in code

Impose conditions connected to impacts

What you do in one case might compel you to do the same thing in another case (ex: if you allow someone a variance to build within a setback, you may have to allow others to do the same)

Do NOT rely on neighborhood opposition alone

Parliamentary Procedure

Robert's Rules

Special exception requiring four (4) affirmative votes

None of the other special assembly rules apply to the Planning Commission


Motions

- Formal action is initiated by motion. Stating the motion places a matter before the commission for its consideration and permits debate to take place. Amendments to the main motion are always voted on before voting on the main motion itself. During discussion on the motion, members give their reasons for supporting or not supporting the motion as stated.

Zoning Regulations

Legislative Process

Purpose of Zoning:

- Protect Public Health and Safety
 - Maintain Property Values
 - Provide Uniform Regulations
 - Reduce Nuisances
 - Designate Land for Critical Uses
 - Reduce Conflict
- 

Zoning Map Revisions


The commission typically revises the official zoning map to bring it up-to-date when the Comprehensive Plan is updated.

Other requests may come from the commission itself, or more than 50% of property owners in a proposed area.

Subdivision Regulation

HBC 18.100.050

Reasons for Regulating Subdivisions:

- Rational layout of street patterns, including connections with existing and future streets.
 - Design and width of streets for efficient movement of traffic, ability to provide fire protection, provision of parking and safe pedestrian access.
 - Proper design of drainage and storm water systems.
 - Provision of on-lot water supply and sewage disposal with the assurance these services can be provided either by the community or property owner.
 - Lot size, location and dimension for adequate frontage on a public right of way.
 - Legal description of lots to avoid boundary disputes and encroachments onto rights of way and other public or commonly held property.
 - Designation and protection of wetlands, stream banks and other environmentally sensitive areas, and avoidance of hazardous areas such as avalanche and landslide chutes.
- 

Conditional Use Permits

A conditional use is a use not allowed outright in a particular zone, but that could be permitted if conditions attached to the approval make the activity compatible with the surrounding, allowed uses.

They are a flexible planning tool that permits a developer to proceed with a project under restrictions designed to eliminate or reduce the adverse impacts that could occur if there were no restrictions on the use.

Standards for a CUP:

- General Approval Criteria
- Specific Use Criteria
- CONDITIONAL USE PERMIT- The commission shall hold a public hearing on the conditional use permit application. The commission may adopt the manager's recommendation on each requirement unless it finds, by a preponderance of the evidence, that the manager's recommendation was in error and states its reasoning for such finding with particularity. In addition, for good cause, the commission may alter the conditions on approval or requirements for guarantees recommended by the manager.

Variations

HBC 18.80.050


A variance is used to prevent the zoning code from prohibiting reasonable use of a lot because of some peculiarity of the lot not affecting other neighboring properties.

It is used where it would be impossible to comply with the terms of the zoning code and still make a reasonable use of the property.

It is essentially permission to violate the explicit provisions of code, and can be seen as an extraordinary remedy for an extraordinary situation.

A variance cannot be granted if the hardship is self-imposed.

A variance from a land use regulation MAY NOT be granted if:

- (1) special conditions that require the variance are caused by the person seeking the variance;
 - (2) the variance will permit a land use in a district in which that use is prohibited; or
 - (3) the variance is sought solely to relieve pecuniary hardship or inconvenience.
- 

Granting of Variances

While AS 29.40.040 prohibits variances solely to relieve financial hardship or inconvenience, the hardship MAY be considered if , for instance, the land could not be put to ANY allowable use consistent with the zoning regulations.

In other words, if a zoning regulation deprives the owner of ALL beneficial use of the land because of a peculiarity of the land itself, the owner may be entitled to some relation of the regulation. It must be a complete inability to sell the property for ANY permitted use.

The applicant must be able to show that their neighbors do not suffer for a similar hardship. Example: A stream bisects the property so that the minimum allowable building area cannot be achieved.

Public sentiment cannot be a reason for a variance.

Records of Decision, Findings of Fact or Requests for Action

Record of Decision- this is a formal document which describes the action taken, its effective date, its expiration date, conditions on approval, and other information that fully describes the action taken. It is provided to both the applicant and the assembly.

Findings of Fact- this is a formal document which includes the above but also the rationale underlying each decision or criteria considered. This is the result of a quasi-judicial proceeding such as actions on plats, conditional-use permits, variances or appeals. It is the formal record supporting the action. It is provided to the applicant along with information on their right to appeal.

Request for Action- this is a formal request by the commission for the Assembly to do something (appoint a member, change code, etc.)

More on Findings

Findings are a statement by the commission of the standards, evidence and reasoning it used to arrive at a decision. They are the road map that shows the reasoning process that got the commission from the evidence presented during the public hearing to its final conclusion to grant or deny the applicant's request.

Findings set out the relevant facts found from the evidence presented; relate these facts to the conditions that must be proved or the standards that must be met; state whether the relevant condition or standard is shown to have been met or not by the identified facts; and state whether all the necessary elements have been sufficiently shown. If there was no evidence given to prove one or more of the necessary elements, this lack of evidence must be stated.

The findings state whether the permit is granted or denied. If conditions or limitations are to be imposed on the permit, there should be findings that justify them. If evidence is rejected because it is believed to be unreliable or not believable, then the commission should state that it did not rely on that evidence because it believed it to be unreliable or unbelievable, or that it found other evidence more persuasive, reliable or believable.

What makes a good finding?

Identification of the parties, property and requested action

List of witnesses, documents and exhibits relied upon. Use only evidence that was introduced at the hearing. Personal knowledge may be used if that knowledge is commonly shared by others in the community. Knowledge that is not widely shared may be used, as long as it is announced and the parties are given the opportunity to rebut it.

An identification of the standard established by the ordinance for the action requested by the applicant.

An explanation, fact by fact, why the evidence does or does not establish that the standard has been met. *A reviewing court is likely to uphold a decision even if it would make a different one as long as the decision follows from the interpretation of the evidence.*

If a permit or variance is granted, a description of it and any conditions should be attached.

What NOT to do with findings...

Add conditions without explanation

Findings that include facts and reasons not in the record

Leave out reasons for a decision

Leave out references to specific standards

Some Examples of Findings

Materially Endanger Public Health

Substantially decrease the value of property in the neighboring area

Consistent with Comp Plan

Not a Fire Danger

Adequate Access for Emergency Vehicles

Not overload existing streets with traffic

No significant increase in difficulty of snow removal

Adequate parking and snow storage

Adequate utility service

Adequate drainage

The Record

The record is the collection of all the evidence presented to the commission during the proceeding. This is the foundation upon which the commission's decision rests.

In an appeal of a commission's decision, the court is not going to step into the shoes of the commission and decide what decision the commission should have made if the commission made supportable findings that reasonably explain its decision. The court will ask if there is substantial evidence in the record to support the commission's findings. **Substantial evidence** is evidence a reasonable min would accept as supporting the commission's conclusion.

Rules of Appeal

Administrative Decisions (made by the Manager, Planner or Clerk) may be appealed to the commission. HBC 18.30.050

Commission decisions may be appealed to the Assembly or directly to the Superior Court.

Assembly land use appeals may be appealed to the Superior Court.


The applicant must be advised of appellate rights and time frames (included when the appellate clock starts running).

Types of Commission Decisions

1. Legislative Decisions

- Make or interpret policy.
- They apply equally to everyone in the community or a class of people in the community (not just to a specific individual or property).

2. Quasi-Judicial Decisions

- Decisions that have a direct effect on the rights and liabilities of a single person, or small group of identified people.
 - Quasi-judicial proceedings deal with matters in which a determination will be made on whether a person has shown that they have met all the established requirements that give them a right to a permit, variance or other entitlement. Or an appeal.
 - The commission must determine whether, from all the evidence presented, the required standards have been met.
- 

Legal Basis for Decisions

Federal Constitution

State Constitution

State enabling legislation (AS 29)

Municipal Charter

Municipal Code

Policies and Procedures (if any)

By-laws (none)

Due Process Considerations

No person shall... be deprived of life, liberty, or property, without due process of law... *5th Amendment to the United States Constitution*

1. Procedural Due Process

- Must be given a fair hearing with notice and an opportunity to be heard and defend oneself.
- Basically adequate public notice.
- Refers to fairness.

2. Substantive Due Process

- Decision must not be unreasonable, arbitrary or capricious.
 - Refers to reasonableness.
- 

Ex Parte Contacts

During quasi-judicial actions ONLY, it is impermissible for there to be private communications between an interested party and a member of the body hearing the matter. It is an attempt (either intentional or not) to influence the member's vote. This would result in a violation of procedural due process.

The contact may be innocent or unintentional. In such case, stop the conversation, explain that you cannot hear their "case" outside of the meeting, and ask them to attend the meeting or provide written comments to the commission.

Disclose the conversation and whether you believe the contact has influenced your vote and whether you can give an unbiased view to all of the evidence presented.

Site Visits

Must be noticed to the public and the public must be given the opportunity to attend and observe the visit.

The meeting must be recorded.

Conflict of Interest

As public officials, commissioners have a duty to make decisions in the best interest of the public without the influence of personal interests.

AS 29.20.010(a)(4) provides that a commissioner may not participate in an official action in which the office has a substantial financial interest. **Also HBC...**

“Substantial financial interest” means a financial interest that would result in a gain or loss exceeding \$1,000 in a single transaction or more than \$5,000 in the aggregate in 12 consecutive months.

The above prohibition is absolute, the commissioner must be prohibited from participating at all in the official action (no discussing in addition to no vote- should leave dais for discussion)

Personal interest too- just disclose and the chair will determine if you are disqualified from the action.

Family members

Appearance of impropriety

BUT duty to vote too!

Examples of Application of Substantial Financial Interest

Owning Property in the Same Zoning District Whose Value is “Likely” to be Instantly Impacted by a Particular Decision IS a Substantial Financial Interest.

Owning Property in the Same Zoning District Whose Value “Might” in the Future Be Impacted by a Particular Decision is NOT a Substantial Financial Interest.

Bias

Only applies when you are deciding a particular case involving an individual property owner

Being impartial is the key to due process

Does NOT require any Financial Interest

Should be self-examined

Can be raised by party

Chair makes decision which may be over-ridden by a super-majority of the commission



Financial Disclosure

Due annually by March 15.

We have petitioned APOC for our own forms/rules.

HBC 2.06.035

Public Financial Disclosure is intended to discourage public officials from promoting a private or business interest in their performance of a public duty and to ensure that public officials are free of the influence of undisclosed private or business interests in their official acts.

Removal From the Commission

Failure to attend three consecutive meetings without excuse (HB 2.60.050).

Failure to attend a majority of meetings during any calendar year without excuse.

- A member intending to be absent shall request to be excused by the Chair in advance of the meeting.

Seat Terming

If you would like to remain on the board, run for re-election.

Filling a Vacancy

Let the Clerk know there is a vacancy so that it can be advertised.

Solicit applications.

Provide completed applications to members prior to the scheduled meeting.

If the committee can seat a quorum, discuss applicants during the noticed meeting; allow time for applicants to speak.

If there are more applicants than seats available, utilize the scoring rubric.

An Effective Planning Commissioner...

- Comes to meetings
- Reads meeting packets, asks questions
 - Is not a single issue member
 - Takes part in debate
- Knows more than one side of issues
 - Relies on facts, not opinions
- Becomes acquainted with Borough Code
 - Maintains good relations with staff
 - Understands the basic rules

Parting Thoughts

“ The great lesson for democracies to learn is for the majority to give the minority a full, free opportunity to present their side of the case, and then the minority, having failed to win a majority to their views, gracefully to submit and to recognize the action as that of the entire organization, and cheerfully to assist in carrying it out.”



“ In enforcing the rules there is need for the exercise of tact and good sense ... a strict enforcement of the rules is unwise. The rules and customs are designed to help and not hinder business.”