

MANUFACTURED AND AFFORDABLE HOUSING STRATEGY COMMITTEE (MAHSC)

PROTOCOLS

For Discussion and Approval by the
Manufactured and Affordable Housing Strategy Committee
Tucson, Arizona – October 2007

These Protocols are intended to govern the activities of the Manufactured and Affordable Housing Strategy Committee (MAHSC) and to provide guidance to help members achieve the highest level of productive dialogue and viable, consensus recommendations.

A. **Goals and Objectives of the Manufactured and Other Affordable Housing Strategy Committee**

Goals:

- To review the zoning code and possibly propose amendments to code sections that govern non-site built housing in Pima County
- To explore and propose strategies that promote, expand and encourage the availability of affordable housing options in Pima County

Objectives:

As an advisory committee, the MAHSC will:

- Gather and make accessible all relevant information so that participants have a broad understanding of manufactured and other affordable housing issues in Pima County.
- Generate reasonable and viable zoning code text amendments that are broadly supported by the Committee, and that will be forwarded to the Pima County Planning and Zoning Commission and Board of Supervisors for consideration.
- Generate reasonable and viable affordable housing policy recommendations that are broadly supported by the Committee, and that will be forwarded to the Housing Commission, other relevant committees, and the Board of Supervisors for consideration.
- Identify and seek support for an ongoing collaborative monitoring and consultation process.

It is anticipated that the process will last 6-8 months.

B. Commitment of the Key Stakeholders

1. The members of the MAHSC committee have agreed to work collaboratively, provide information openly, and fully consider the viable consensus recommendations of the group.
2. Pima County has committed to reviewing the recommendations of the MAHSC committee and to support the process.

C. Structure of the Manufactured and Affordable Housing Strategy Committee

1. Coordinating Team: A 6-8 member multi-stakeholder Coordinating Team (CT) works closely with the facilitator and project staff. The CT provides oversight and guidance, and develops draft agendas and other documents for review and ratification by the MAHSC. CT composition was determined based on balanced representation and availability and willingness to commit time and energy to the work of the CT.
2. Membership: There are 18 members and advisors participating in the MAHSC. Membership represents county supervisors' districts, potentially impacted neighborhoods in the unincorporated County, the manufactured housing industry, affordable housing organizations, and technical advisors. Member selection was based on: achieving a balanced representation of key interests and geography, availability and willingness to participate actively on the committee, and willingness to work collaboratively.
3. Alternates: Each member may designate an alternate to participate in the event that the member is unable. Alternates will commit to staying informed and may attend all MAHSC meetings. Alternates will have the opportunity to speak in the 10 minute observer comment period included in each meeting, but are encouraged to participate via the appointed member.
4. Task groups: Subcommittees and other task groups may be formed as needed to address information gathering and other needs, and can meet privately between meetings.
5. Recommendations: Text amendment recommendations will be directed to the Pima County Planning and Zoning Commission and the Board of Supervisors. Policy recommendations will be directed to the Housing Commission and the Board of Supervisors.

D. Operating Procedures of the MAHSC Committee

1. The Committee may revisit the Protocols as needed.
2. Facilitator: A third-party neutral contracted by Pima County Development Services, the facilitator will manage the process, providing process design and facilitation services. The facilitator will serve at the pleasure of the MAHSC Coordinating Team. Any

dissatisfaction with the facilitator should be raised with the facilitator and/or with the Coordinating Team for early resolution.

3. The facilitator and Coordinating Team will work closely together in developing agendas, summaries, and materials for each meeting.
4. Meeting summaries: Meeting summaries will be reviewed, corrected if necessary, and approved by the Committee. Approved summaries may be distributed beyond the MAHSC.
5. As much as practical, decisions of logistics, timelines and ground rules for the Committee will be decided by the members themselves.
6. Resource persons: Resource persons from the City, County, and other relevant agencies or organizations may be present and will be recognized by the facilitator to contribute information to Committee discussions or respond to questions.
7. Caucus: Members who wish to caucus during the meeting with other members, alternates, or non-members may do so by making the request to the facilitator.
8. Decision Making: MAHSC is an advisory committee. Recommendations will be made by consensus to the extent possible. Consensus means an agreement supported by the Committee as a whole, that does not necessarily represent any one member's ideal resolution, and that could be characterized as a decision that all members present can live with. The thumbs up (support), thumbs to the side (can live with it), or thumbs down (oppose) method will be used.

If consensus is not reached, members will consider the options below to insure that every effort has been made:

- a. Further analyze the issue and see if there is consensus on part of it
- b. Ask the dissenting party or parties to create language which they think will be acceptable to the others
- c. Ask the dissenting party to identify the specific needs that are not being addressed
- d. Identify additional information needs
- e. Ask the dissenting party or parties to meet with the Coordinating Team, and perhaps others as appropriate, to seek a solution
- f. Ask parties to check with their constituents for guidance, clarification, or creative ideas
- g. Consider tabling the issue until later in the process

Consensus, as well as near consensus agreement, about a particular issue or option will be highlighted in the report. All issues, including areas of and reasons for divergence will be included and explained in the final report.

9. Groundrules:

- a. Treat one another with civility, both within and outside the meeting environment
- b. Operate with integrity
- c. Respect confidentiality
- d. Respect each other's perspectives – consider issues from others' points of view
- e. Focus on the future rather than belaboring issues of the past
- f. Be honest in communications among and about one another
- g. Support an open process
- h. Be product oriented
- i. Participate actively
- j. Be conscientious about identifying interested people and soliciting their input
- k. Silence cell phones and other electronic devices during meetings.

E. Participation of the Media and Public

1. Committee meetings will be noticed and open to the public in accordance with the Open Meetings Law. Additional notice will be determined by the committee.
2. Observers wanting to make a comment will have the opportunity to speak during the first 10 minutes and/or final 10 minutes of each MAHSC meeting beginning in October, 2007. At least one public forum will also be convened separately.
3. MAHSC meetings may be audio and video recorded, but space will be designated for recording equipment in order to minimize disturbance to members.
4. During meetings of MAHSC, the media is requested to refrain from directly quoting Committee members or alternates and agency staff. Members of the public or media may interview or discuss any issue with members, alternates or agency staff before or after formal sessions, or during breaks.
5. Members are urged to refrain from criticizing the Committee or the collaborative process that is underway, or from making statements that will undermine trust among members.
6. The facilitator, members, alternates and agency staff do not have authority to speak on behalf of the Committee unless specifically delegated that responsibility by the members.
7. In conversations with the media and the public, the MAHSC facilitator, members, alternates and agency staff do not have the authority to represent the positions of other MAHSC participants. Please refer such questions to the appropriate participant so they can speak for themselves.

F. Responsibilities of MAHSC Members (and their Alternates)

1. MAHSC members and their alternates will participate in all activities of the Committee in good faith. Good faith means participation that is open, honest and dedicated to a resolution that meets the needs and respects the interests of all members of the MAHSC.
2. MAHSC members and their alternates are committed to using this process to address and resolve issues related to the MAHSC objectives. Individual members are urged not to turn to other forums, such as the courts, the public, or the media, for resolution of differences, without a full discussion of such action in advance with the Committee.
3. MAHSC members and their alternates will strive for collaboratively developed consensus-based solutions. Effective collaboration involves appreciating the needs and ideas of others, being clear and honest in the expression of your own needs and ideas, and generating ideas and options that consider the needs of others.
4. MAHSC members and their alternates will treat other in the process with respect and patience. In any public or private discussions of the process, members will be respectful of each other and aware of implications of what is said for the relationships and trust among members.
5. MAHSC members and their alternates will represent their constituencies and/or agencies effectively. They will routinely report and consult with their constituencies or agency decision maker, and will bring to the Committee the views of their constituencies or agency decision maker, as appropriate.
6. MAHSC members will attend all meetings and devote necessary time between meetings. Understanding that there may be reasons for inability to attend, the alternate will take the place of the member, with full rights and responsibilities. Alternates may attend all meetings. The member is responsible for keeping his/her alternate informed on the process.
7. Members and alternates will assist the facilitator in maintaining the schedule and enforcing the Committee's operating procedures and responsibilities.
8. Members and alternates will strive to build productive relationships with all members that are based on the ability to trust each other and respect each member's point of view.