Guidelines and Recommendations for Committee Chairpersons 2015
Guidelines and Recommendations for Committee Chairpersons

Purpose of Committees

PAG uses committees to address and/or guide its activities for the following purposes:

- Involve member jurisdictions in regional discussions and decision-making
- Involve interested agencies and/or the public in regional discussion and decision-making
- Share knowledge and responsibility for action
- Access specialized skills of the community

Through the use of committees, a broader spectrum of jurisdictional staff is able to participate meaningfully in the regional decision-making process, and there is greater opportunity for community involvement. Conclusions and recommendations arrived at during committee meetings may be brought forward through the PAG committee reporting structure to the Executive Director for Regional Council consideration and action as needed.

Committee Structure and Overall Work Program

The Regional Council is PAG’s Board of Directors and decision-making body. The Regional Council annually adopts an Overall Work Program, which outlines the activities to be undertaken by PAG staff during the upcoming fiscal year. Each year, senior PAG staff develops a draft of the Overall Work Program. Then member jurisdictions and various Standing Advisory Committees review and recommend changes or new projects for inclusion in the Overall Work Program. Finally, the Executive Director transmits the Overall Work Program to the Management Committee and to Regional Council for consideration.

PAG’s Executive Director serves as the agency’s Chief Executive Officer. Under appointment and general guidance of the Regional Council, the Executive Director is responsible for all regional planning, administrative and staffing functions, including intergovernmental consultation, cooperation and coordination of programs. The PAG Executive Director directs staff in the implementation of the PAG Overall Work Program.
*Types of Committees*

There are several types of committees within the PAG committee structure:

- **Policy Advisory Committee**
- **Standing Advisory Committee**
- **Standing Advisory Subcommittee**

PAG has a tiered structure and its committee types reflect the organizational structure of PAG’s program divisions as well as more specific program activities. The tiered structure is described in the organizational chart below.
PAG’s Regional Council is the **Governing/Decision Making Body** and is made up of the chief elected official from each of the nine member jurisdictions. The Regional Council sets agency direction, deals with the business of the association, adopts and approves plans and reports, issues resolutions, and works in its official capacity with other decision-making bodies such as the councils of governments, the state Legislature, the state and federal governments, and tribal nations. The PAG Regional Council sets forth the policies and strategies of the organization.

PAG’s Management Committee, a Policy Advisory Committee, reviews and makes recommendations to the PAG Executive Director on information, reports and plans developed by PAG that address regional needs, requiring action on an areawide or regional basis, including regional air quality, water quality, transportation, land use and human services issues. The committee also assesses technical and policy implications and determines action needed.

PAG has Standing Advisory Committees that reflect the major divisions of PAG’s work program. The Standing Advisory Committees report to the Management Committee.

**Standing Advisory Subcommittees** report to a Standing Advisory Committee on an ongoing basis and work on key activities that need to be addressed year round.

**Role of Committee Chair and Vice Chair**

Jurisdiction or non-PAG staff chair assignments are required at the standing subcommittee level and above. Each committee will typically have a Chair and a Vice Chair. The Chair is responsible for development of meeting agendas, meeting notices and agenda postings, and providing a record of the activities of the committee. For most committees at the subcommittee level and above, the Chair will be a PAG member jurisdiction or non-PAG staff committee member. A “lead” PAG staff member will support the Chair of the PAG committee in these responsibilities.

During meetings, the chair’s responsibility is to:

- **Manage time effectively**
  - Start and end the meeting on time
  - Follow the agenda
  - Keep everyone focused on the topic so that discussions don’t stray

- **Encourage inclusiveness**
  - Ensure that no one dominates the meeting
  - Elicit input and views, particularly from the more reticent members
  - Go around the table and ask each member, especially those not participating, if they have something to contribute on the subject

- **Promote group decision-making**
  - Communicate effectively and work well with others
  - Summarize the main points from time to time
  - Ask questions – for clarification and to move the discussion forward
- Look for areas of agreement and invite consensus where appropriate
- Diffuse conflict by asking more neutral members for their input on a heated issue
- Arrive at a decision or recommendation

- Be organized
  - Follow the appropriate meeting procedures
  - Delegate tasks to ensure successful completion of projects

Committee Chairs and Vice Chairs are selected by the specific committee from its voting membership. The Vice Chair will usually assume the responsibilities of the Chair in the chair’s absence. If both the Chair and the Vice Chair are absent, PAG staff lead will call the meeting to order and ask the remaining members to elect a Chair pro tem by majority vote to serve until the arrival of the Chair or until the meeting is over.

Committee Chairs and Vice Chairs typically serve for one year, starting in January of each year unless defined differently in bylaws or other governing documents of the committee. Committee Chairs may be reappointed by vote of the committee unless otherwise defined in bylaws or governing documents.

**Quorum**

As a general rule, standing advisory committees and above should have a quorum present to vote or take action on any agenda item. The provision of a quorum is a protection against unrepresentative action being recommended or taken in the name of the body by a disproportionately small number of persons.

A quorum may be specifically defined in bylaws or other governing documents by the committee as any number or percentage of the total membership. Unless designated differently, a majority of the full membership constitutes a quorum. The entire number of voting members of the committee, including any vacancies, is usually the basis for determining the number of members that constitute a quorum. Ex-officio members and observers are not considered as part of the quorum. Some committees may have a jurisdictional quorum requirement.

**Attendance Policies**

In order to maintain the effectiveness of committees, to ensure the inclusion of all segments of the community and to maintain quorums at committee meetings, members are encouraged to make every effort to attend meetings, to send designated alternates in their absence and to notify the PAG lead staff or committee chair if they or their alternate are unable to attend.

If, for four consecutive meetings, a committee member fails to attend or send an alternate or fails to notify either the committee chair or PAG lead staff of their expected absence, a written notice may be sent to the jurisdiction, agency or interest group who named the member as its representative. This notice should identify the committee member’s attendance record and seek to determine if the jurisdiction, agency or interest group would like to appoint a new representative or withdraw their participation in that specific committee meeting.
Voting

Unless otherwise specified in bylaws or other governing documents for a specific committee, each committee member or designated alternate is entitled to one vote. Ex-officio members may participate in committee discussion but may not make motions or vote.

In committees with large, non-jurisdictional representation, a committee member may call for a Jurisdictional Vote in which only the jurisdiction members vote. The results of the jurisdictional vote are recorded and forwarded to the appropriate oversight committee for additional action or direction.

Motions, nominations and voting will be verbal unless another form is determined more appropriate for any given situation. A roll-call vote may be used to make a final determination on a recommendation or any other action. See “Rules of Order” (Page 7) for more information about the voting process.

Consensus

Most recommendations of committees at the subcommittee level and below can be developed by reaching consensus agreement without the need for a formal vote. Issues without clear consensus may be directed to an oversight committee for additional action or direction.

Proxies

Proxies are only permitted for jurisdictional member representatives at the standing advisory subcommittee level for voting purposes unless stated otherwise by ordinance, intergovernmental agreement or bylaws. A quorum of the membership should be present for proxies to be used. Identification of the proxy should be noted in the meeting minutes.

It is preferred that a proxy be identified in advance or have written documentation of their authority to act as a proxy. However, at no time will a self-identified proxy be denied the right to vote, and challenges to the proxy will be noted in the minutes. In such cases, the committee Chair and/or the PAG staff lead will request the jurisdiction or agency to ratify the authority of the proxy to vote.

Committee Actions and Reporting

Committees and subcommittees prepare preliminary reports and make recommendations that may ultimately be considered by the PAG Regional Council. All committees are directly responsible to report their findings and recommendations to the parent committee or entity that created them. The committee Chair or PAG lead staff usually reports the results.

Committees typically recommend one of five different actions on matters before them:

- Refer the matter with a recommendation for approval, endorsement, adoption or acceptance to a higher level of committee.
Refer the matter without a recommendation to a higher level committee, preferably with a majority and minority opinion for guidance or decision.

Return the matter back to source committee or to staff for clarification or additional tasks.

Postpone the matter for discussion or action until a later meeting.

Take no action or reject the recommendation on the matter brought before them without referral to any other committee.

Matters under consideration should be moved forward by way of a motion and a second from member representatives, followed by a general vote or consensus agreement, as appropriate, from the membership. Motions made by committee members and reported in meeting minutes or summaries should clearly indicate the type of recommendation being made.

Recommendations “to adopt” or “to approve” a report implies that any recommendations contained within the report become decisions of the organization and further action to implement those recommendations is required or desired to be taken by members of the organization.

Recommendations “to accept” or “to receive” a report indicates that no specific recommendations are made and that no further action is required or desired by the organization.

Recommendation “to endorse” or “to support” implies general agreement with further action that may be required by others outside the organization.

Informational items do not require any action from the committee.

**Calls to the Audience**

Calls to the audience are permitted; however, these items are subject to “reasonable time, space and manner restrictions” and are limited to issues within the scope of the committee. Action may not be taken on any item brought up in an open call to the audience unless such potential for committee action had been properly noticed. Members of the committee may respond, if appropriate, to criticism made, and may ask a staff member to review the matter, or ask that the matter be placed on a future agenda.

**Rules of Order**

In cases where meeting protocol is not covered in this document or by a committee’s bylaws, intergovernmental agreements or other governing documents, members of the committee may look to *Roberts Rules of Order, 10th edition* for additional guidance. Members of the committee also may look to the following instructions and table for guidance on basic motions.
Process for Stating, Debating and Voting on a Motion

A motion is not needed for ordinary or routine business, such as approving meeting minutes. Instead, the chair can specify an action and announce that, if there is no objection, the action will be considered adopted. If no member says “Objection” or “I object,” the chair announces, “there being no objection, the action is adopted.” This process is called general or unanimous consent. If a member objects, a motion to take such action becomes necessary.

**Stating a motion.** Before any subject is open to debate, two steps are necessary. First, a member of the group clearly states a motion; second, any other member of the group seconds the motion by saying “Second.” The motion can be modified or even withdrawn during the process of stating the motion.

**Opening debate.** After the motion is seconded, the chair invites the committee to consider the motion with a statement or question such as, “Is there any discussion on the motion?”

**Voting on the motion.** When the chair thinks the discussion process has come to a close, s/he should inquire if the group is ready for a vote. If no one objects, the chair announces the vote with a statement such as, “The motion stands as follows: [clearly repeat the motion]. Those in favor of the motion please say ‘aye’.” Listen for “yes” votes. “Those opposed please say ‘nay’.” Listen for “no” votes.

If it is clear that the majority of members voted a certain way, then the chair states, “The ayes [or nays] have it and the motion is approved [or rejected].” If the results of the verbal vote are not clearly in favor of or opposed to the motion, then a roll-call vote may be taken with group members being asked to raise their hands or announce individually by voice how they would like to vote. In this case, the number of votes for and against the motion may be recorded; group members also may request that their “‘yea’, ‘nay’ or ‘abstain’ vote” be recorded in the minutes.
### Basic motions from Robert’s Rules of Order

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Suspend consideration of something</td>
<td>&quot;I move to table the motion&quot;</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>End debate and amendments (move to a vote)</td>
<td>&quot;I move the previous question&quot;</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>2/3</td>
<td>No</td>
</tr>
<tr>
<td>Postpone discussion for a certain time</td>
<td>&quot;I move to postpone discussion until...&quot;</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>Refer matter to committee for study</td>
<td>&quot;I move to refer the matter to committee&quot;</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>Amend a motion</td>
<td>&quot;I move to amend the motion by...&quot;</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>None if friendly, majority if not</td>
<td>Yes</td>
</tr>
<tr>
<td>Introduce business</td>
<td>&quot;I move that...&quot;</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>Adjourn the meeting</td>
<td>&quot;I move that we adjourn.&quot;</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>Vote on a ruling from the chair</td>
<td>&quot;I appeal the chair's decision&quot;</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>Avoid consideration of an improper matter</td>
<td>&quot;I object to consideration of this motion&quot;</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>2/3</td>
<td>-</td>
</tr>
<tr>
<td>Verify a voice vote by a rising vote</td>
<td>&quot;I call for a division&quot; or &quot;Divide!&quot;</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No vote</td>
<td>No</td>
</tr>
<tr>
<td>Request information</td>
<td>&quot;Point of information&quot;</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No vote</td>
<td>No</td>
</tr>
<tr>
<td>Take up a matter previously tabled</td>
<td>&quot;I move to take from the table...&quot;</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>Reconsider a hasty action</td>
<td>&quot;I move to reconsider the vote on...&quot;</td>
<td>Yes</td>
<td>Yes</td>
<td>-</td>
<td>No</td>
<td>Majority</td>
<td>No</td>
</tr>
</tbody>
</table>
**Open Meetings**

Pima Association of Governments follows the Open Meeting law (ARS 38-431.01) as governed by the Arizona State Legislature. Please review the statute and become familiar with the requirements of the law. Note that you may have a Call to the Audience during your meeting as part of the agenda.

When group emails are sent for informational purposes, email addresses are best placed in the BCC section of the email address area to avoid the possibility of someone accidentally hitting Reply All. This could trigger group discussion via email and potentially be viewed as a violation of the Open Meeting law.