



# Boards & Commissions



"The volunteer members of the City of Tempe Boards and Commissions continue to serve with the highest level of professionalism and collaboration to shape the future of our community. The work of the Board and Commission members profoundly honors our past, strengthens our present, and sets the foundation for all that is to be done, together, in the future".

*~ Tempe Mayor Hugh Hallman*





# Boards & Commissions

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## Boards & Commissions

Aviation Commission  
Board of Adjustment  
Building Code Advisory Board of Appeals  
Development Review Commission  
Disability Concerns (Mayor's Commission on)  
Double Butte Advisory Committee  
Electrical Code Advisory Board of Appeals  
Firefighters Public Safety Personnel Retirement Board  
Golf Committee  
Historical Museum Advisory Board  
Historic Preservation Commission  
Human Relations Commission  
Industrial Development Authority of Tempe  
Joint Review Committee  
Judicial Advisory Board  
Library Advisory Board  
Committee for Youth, Families and Community  
Mayor's Youth Advisory Commission  
Merit System Board  
Municipal Arts Commission  
Municipal Property Corporation  
Neighborhood Advisory Commission  
Parks & Recreation Board  
Plumbing & Mechanical Code Advisory Board of Appeals  
Police Citizens Review Board  
Police Public Safety Personnel Retirement Board  
Rio Salado Advisory Commission  
Sponsorship Review Committee  
Sports Authority  
Tardeada Advisory Board  
Transportation Commission

# INTRODUCTION

Welcome New Board and Commission Members!

## ***The Guidebook . . .***

The purpose of this guide is to provide you with an overview of Tempe's history, organizational structure and the relationship of your role as a board or commission member in municipal government.

Each section provides you with information to help you successfully transition into your new role. Topics range from the typical order of business that takes place while serving on a Board or Commission, to how good ethical decisions translate to good government.

This guidebook will accompany a facilitator-led training program that is designed to enhance your learning and retention of key concepts.

## ***The Training . . .***

### **Six-Step Training Process:**

- Step 1: Complete the attached pre-test prior to reading the guidebook.**
- Step 2: Review and sign the Training Agreement.**
- Step 3: Read the New Boards and Commissions Guidebook cover to cover.**
- Step 4: Complete the Post-Test located at the end of the guidebook.**
- Step 5: Bring your Agreement page, Post-Test and guidebook and attend the facilitator-led New Boards and Commissions Training.**
- Step 6: Meet with your designated department liaison.**

## ***The Objectives . . .***

As a result of reading this guide and participating in the accompanying training session, *you will be able to:*

- ✓ Recognize the composition of Tempe's charter form of government including the roles and responsibilities of the Mayor and City Council, their four appointed officers, and the City's organizational structure.
- ✓ Understand the function of Boards and Commissions and your specific roles and responsibilities as a member.
- ✓ Understand and appreciate the importance of conducting the public's business in public; placing the public welfare ahead of your own and being informed about issues.
- ✓ Understand the role of your departmental liaison and the processes and procedures of governance.
- ✓ Appreciate the City's ethical standards and where to turn for advice on ethical issues.
- ✓ Identify where to locate a description of common acronyms used in City business.





## New Board and Commission Member TRAINING AGREEMENT

You have been appointed to a City of Tempe Board and/or Commission because of your expertise and experience. You bring your own unique talents, skills, preferences to the Board or Commission you serve.

Tempe Learning Center (TLC) is committed to providing an environment for opportunity and learning which supports residents in their participation on the City's Boards and Commissions. As a result, TLC has developed this self-study guide and the accompanying facilitator-led training. Learning and development is also a partnership between TLC and each participant.

We appreciate your commitment to the City of Tempe and to the following learning steps:

- 1) Complete the Pre-Assessment.
- 2) Read this self-study guidebook completely.
- 3) Complete the Post-Assessment.
- 4) Attend the facilitator-led training on \_\_\_\_\_ date/time/location \_\_\_\_\_

*Your signature below indicates that you have received all the materials necessary to complete this training and that you commit to all phases of The City's New Boards and Commissions Training.*

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date



# New Board and Commission Member

## “WHAT DO YOU KNOW?”

### Pre-Assessment

#### **INSTRUCTIONS:**

*Before reading the Boards & Commissions Guide – read each question and circle the correct answer (a, b, c, d, or e)*

#### **1. Tempe got its name because it:**

- a. Is the name of the valley next to the mountain.
- b. Had a valley with a stream or river running through it with dramatic scenery that reminded Lord Duppa of the Vale of Tempe in ancient Greece.
- c. Was a rocky valley inhabited by Hispanic families.
- d. Was the first city in the area to be inhabited.
- e. None of the above.

#### **2. Open Meeting Law essentially directs that:**

- a. Meetings of public organizations are conducted openly.
- b. Notices of public meetings and the agendas must be provided at least 24 hours prior to a meeting.
- c. Formal minutes of open meetings must be taken.
- d. All issues related to the items on the Agenda be discussed at a public meeting.
- e. a, b, c above

#### **3. Prior to 1964, the citizens of Tempe:**

- a. Elected both the mayor and the City Council representatives.
- b. Appointed the mayor and City Council.
- c. Elected City Council members, who then, elected the mayor from among the council representatives.
- d. None of the above.

#### **4. The following positions are appointed by and serve at the pleasure of the Mayor and City Council:**

- a. City Clerk, City Judge, City Attorney, City Manager
- b. Police Chief, Fire Chief, City Judge and City Attorney
- c. City Manager, Community Services Director, Community Relations Director
- d. City Manager, Assistant City Manager, Police Chief and Fire Chief

#### **5. A member of a Board and/or Commission is responsible for:**

- a. Conducting the public's business in public.
- b. Being informed about current issues.
- c. Applying the processes and procedures of governance.
- d. Listening to others, even those with whom you disagree.
- e. All of the above



# SECTION ONE - TEMPE HISTORY

History is but the unrolled scroll of prophecy

- James Garfield (1831 - 1881). President

"The Province of History", Williams Quarterly, June 1856

## How Tempe Got Its Name . . .

Tempe was given its name in 1879. "Lord" Darrell Duppa, an Englishman, is usually credited with suggesting the name. The sight of the butte, the wide river and nearby expanse of green fields, reminded Lord Duppa of the "Vale of Tempe" in ancient Greece.



1887; Hayden's Ferry crossing the Salt River



1900; Horse-drawn carriage fording the Salt River

## The Vale of Tempe

A vale is a valley with a stream or river running through it. The Vale of Tempe, or "Tembi" in Greek, lies at the foot of Mount Olympus, home of the Greek Gods. In legend, the goddess-huntress Artemis resided in the Vale of Tempe, often joined by her brother, Apollo. The Vale was a favorite locale of many of the Greek Gods due to its dramatic scenery.



1914; Tempe State Bridge

There was a rocky valley between Buxton and Bakewell, once upon a time, divine as the Vale of Tempe; you might have seen the dogs there morning and evening - Apollo and all the sweet muses of light - walking in fair procession on the lawns of it, and to and fro among the pinnacles of its crags.

- John Ruskin (1819 - 1900)



# Agriculture . . .



*Irrigating*

The first settlers to move to the Tempe area, south of the Salt River and east of Phoenix, were Hispanic families. These families helped construct two irrigation canals, the Kirkland-McKinney Ditch and the San Francisco Canal, and started small farms to the east and west of Tempe Butte. In 1872, some of these settlers founded a town called San Pablo east of Tempe Butte.



*Planting*

Soon, other changes in Tempe promoted the development of the small farming community. The Maricopa and Phoenix Railroad, built in 1887, crossed the Salt River at Tempe, linking the town to the nation's growing transportation system.

The Tempe Land and Improvement Company was formed to sell lots in the booming town. Tempe became one of the most important business and shipping centers for the surrounding agricultural area.



*Harvest*



*Train on Maricopa and Phoenix Railroad Bridge*



# Rapid Growth . . .

In 1885, the Arizona legislature selected Tempe as the site for the Territorial Normal School, which trained teachers for Arizona's schools.



*Territorial Normal School, class of 1898*



*1900; Laird & Dines Pharmacy on Mill Avenue*

After World War II, Tempe began growing at a rapid rate as veterans and others moved to the city. Through annexation, the city reached its current boundaries by 1974. The last of the local farms disappeared in the 1990's.

By 1958 the town's small teachers college had grown into the institution currently known as Arizona State University - and Tempe began to become recognized as a modern city.



*1912; View of Tempe looking west from the Butte*



# The Evolution of Mill Avenue . . .

Much of Tempe's population growth after 1945 went to new neighborhoods in the city's south. Shopping centers followed and Tempe's downtown (the Mill Avenue District) suffered. This prompted the city and residents to work towards revitalizing this area. Around the same time Tempe became landlocked (it filled out its borders by the 1990s). This created an interest in Tempe's last bit of undeveloped space: the area around the Salt River, which now has Tempe Town Lake as its centerpiece.



1890; View of Mill Avenue looking north from 6th Street



1910; Mill Avenue looking north from 5th Street



1919; Paving Mill Avenue



1935; The State Theater at 5th St. & Mill Ave.



# Tempe, Arizona . . . The Smart Place To Be®

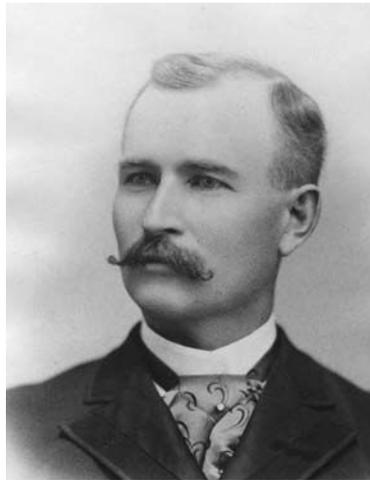
Today Tempe is nationally well known for its strong modern economy based on commerce, tourism and electronics manufacturing. Because Tempe is now surrounded by other cities, it can no longer grow “outward.” That and Tempe’s desirable central location in the metropolitan area means that most new construction will be “upward.”



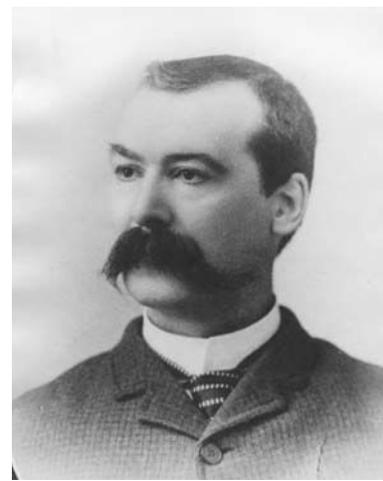
# The Mayors of Tempe ...



*Fenn J. Hart*  
1894 - 1896



*E. A. Murphy*  
1896 - 1897



*John Knight*  
1897 - 1902



*Samuel Brown*  
1902 - 1903



*J.A. Dines* 1903 - 1912 &  
1916 - 1920



*Joseph T. Birchett*  
1912 - 1914



*George M. Frizzell*  
1914 - 1916



*C.M. Woodward*  
1920 - 1922



*Curt W. Miller*  
1922 - 1924

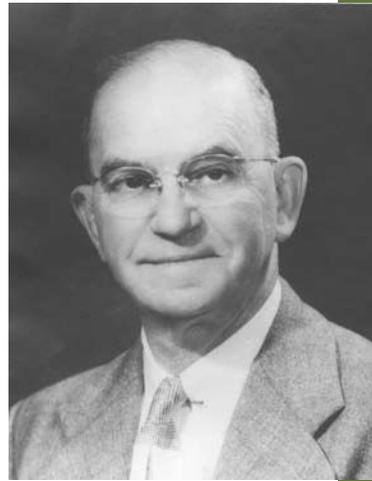
# The Mayors of Tempe ...



*Garfield A. Goodwin*  
1924 - 1926



*J.L. Felton*  
1926 - 1928



*Hugh E. Laird*  
1928-1930 & 1948-1960



*Thanks Anderson*  
1930 - 1932 & 1934 - 1937



*F.E. Ostrander*  
1932 - 1934



*W.W. Cole*  
1937 - 1948



*Clyde Gililand*  
1960 - 1961



*Ross R. Rice*  
1961 - 1962



*Bernard R. Caine*  
1962 - 1963



# The Mayors of Tempe ...



*Harold Andrews*  
1963 - 1964



*John C. Moeur*  
1964 - 1966



*Rudy E. Campbell*  
1966 - 1968



*Elmer Bradley*  
1968 - 1970



*Dale R. Shumway*  
1970 - 1974



*William J. LoPiano*  
1974 - 1978



*Harry E. Mitchell*  
1978 - 1994



*Neil Guiliano*  
1994 - 2004



*Hugh Hallman*  
2004 - Present

# SECTION TWO - TEMPE ORGANIZATIONAL STRUCTURE: ROLES AND RESPONSIBILITIES

Responsibility is the price of freedom

- Elbert Hubbard (1856-1915)

In Alice Hubbard, comp., An American Bible, p. 219, 1946

*The opportunity to serve on a municipal board or commission comes with certain obligations that include thoroughly understanding your role, and the role of other key members within the City of Tempe organization.*

## Tempe Mayor & Council

Prior to 1964, the citizens of Tempe elected city council members and they, in turn, elected the mayor from among the council representatives.



1914: Tempe Town Council and Officials in front of City Hall.



1936: Tempe City Council Members



1940: Tempe City Council members and Officials





*citizens voting*

## Since 1964 . . .

### Charter Form of Government

The Charter of the City of Tempe was adopted by special election on October 19, 1964. Under charter government, the citizens elect both the mayor and council members.

### Citizen Involvement

The new charter also established the provision for citizen involvement such as boards and commissions.

### Composition

Tempe City Council consists of a mayor and six (6) other council members elected from the city at large by the qualified electors of the city.

### Eligibility & Terms of Office

Only qualified electors of the city are eligible to hold the office of mayor or council members. Each council candidate must be a resident of the city (or an annexed area) for at least two (2) years immediately preceding their election. The term of office for mayor and council members begins at the first regular meeting of the city council in July following their election, for a period of four (4) years or until their successors are elected and qualified.



*picture of Boards / Commission members*



*Current Tempe Mayor & Council*



# Responsibilities



*Current Tempe Mayor & Council*

## Role of City Council

The members of the City Council are the elected representatives of the citizens of Tempe. This council's sole responsibility is to exercise authority for all matters relating to the establishment of the policies that guide the operation and governance of the City of Tempe.

## Role of Mayor

The mayor is the city council's presiding officer and serves as Tempe's government representative at all ceremonial events. Other major duties include the execution of all contracts and other documents on behalf of the city, communicating information and recommendations to council members on the improvement of city finances, law enforcement, citizen health and comfort and sound government practices.

## Authority of Mayor during Emergencies

*(City Charter, Sec. 1.04)*

Normally, the Mayor and council are not responsible for administrative duties. However, the mayor assumes control over and governs the city and all its branches during times of great danger. During a crisis the mayor assumes responsibility for suppressing disorders and restoring order. Crisis situations include threatened or actual civil insurrection, riots, and local emergencies or natural disasters that threaten loss of life or property. To accomplish these responsibilities, the Mayor is empowered to rule by proclamation of the Governor.

## Vice Mayor

Within thirty (30) days after taking office, each council member elects from among the members, a vice-mayor who acts as mayor during the absence or disability of the mayor. If a vacancy occurs, the vice-mayor assumes the office of mayor for the remainder of the un-expired term.

Within thirty (30) days, council members may appoint some other council member to assume the office of mayor -- in this case, the former vice-mayor retains his/her seat on the council and, at the pleasure of the council, may continue to serve as vice-mayor.



# Appointed Officers

*The following positions are appointed by and serve at the pleasure of the Mayor and City Council*



*Jan Hort*

## City Clerk

The council appoints the city clerk. The clerk gives notice of council meetings to council members and the public, keeps a journal of council meetings, manages municipal elections, maintains all permanent public records, oversees administration of all city boards and commissions, and performs other duties as assigned by the Charter or by the council.



*Louraine Arkfeld*

## Presiding City Judge

The Presiding City Judge directs, organizes and supervises the administration of the judicial and internal administrative function of the Municipal Court as set forth in the Arizona Supreme Court Administrative Order 93-30-Revised Administrative Rule VII-A Section 2 and may be delegated by the Presiding Superior Court Judge. This position serves as chief executive officer of the City of Tempe Municipal Court.



*Andrew Ching*

## City Attorney

The city attorney is appointed by the council and serves as the chief legal advisor to the council, the managers, and all city departments, offices and agencies. Also represents the city in all legal proceedings and performs any other duties prescribed by the Charter, law, or ordinance.



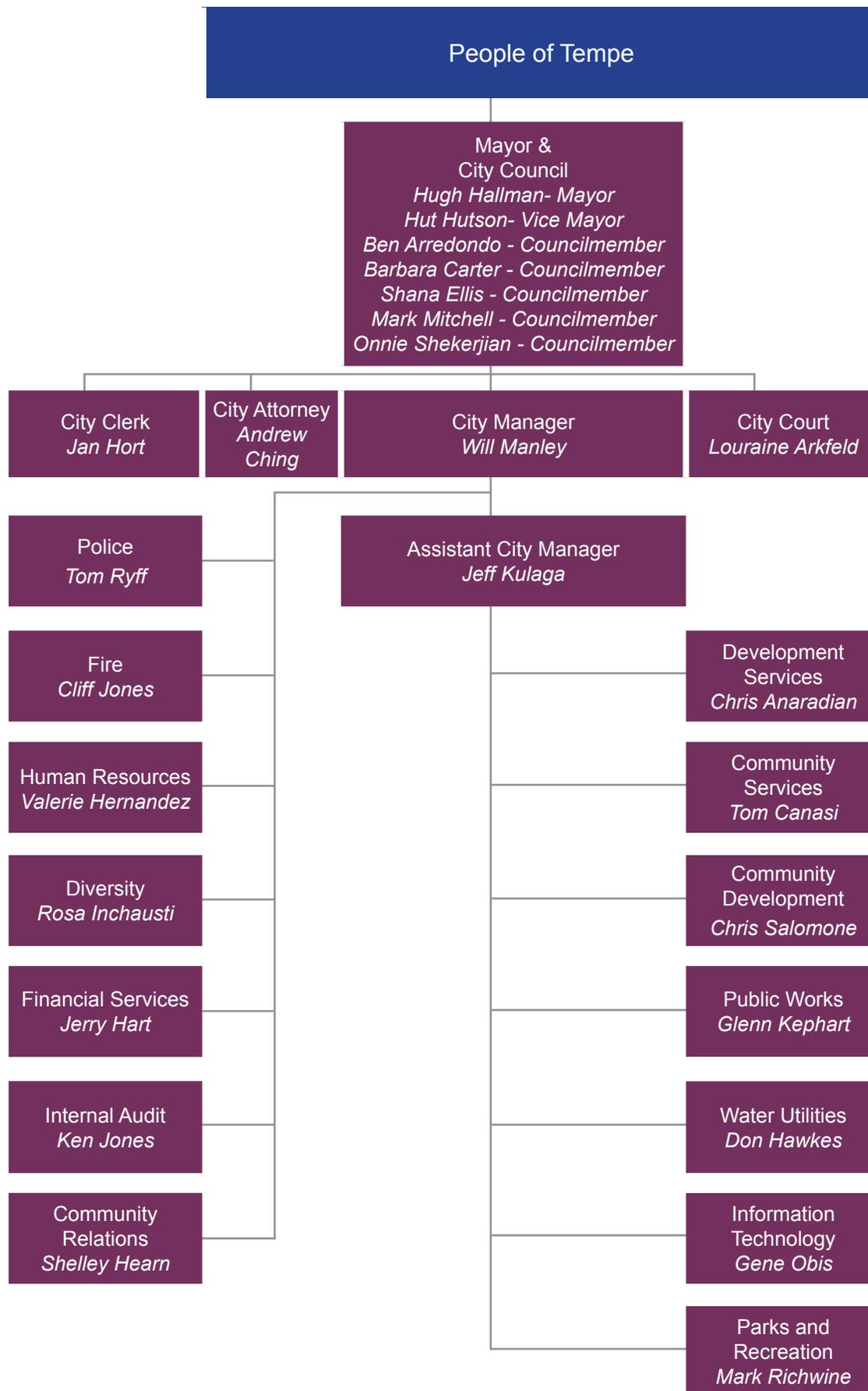
*Will Manley*

## City Manager

The city manager is chief administrative officer of the city and appointed solely on the basis of executive and administrative qualifications. The city manager may appoint, suspend, or remove all city employees and appointed administrative officers except as otherwise provided by law. The City Manager directs and supervises the administration of all departments, offices and agencies of the city. The city manager must attend all city council meetings and may take part in discussions but cannot vote.



# City of Tempe Organizational Chart



# Department Responsibilities

## *Council Appointed*

### City Court

Hon. Louraine Arkfeld, (480) 350-8271

Responsible for the civil and criminal divisions of the court.

### City Clerk's Office

Jan Hort, (480) 350-8241

Responsible for the administration of elections, management of city records and posting of official notices.

### City Attorney's Office

Andrew Ching, (480) 350-8227

Acts as the legal advisor to the city and represents the city during litigation.

## *City Manager Appointed*

### Internal Audit Department

Ken Jones, (480) 350-8504

Responsible for providing independent assessments of the city's internal control structure.

### Community Development

Chris Salamone, (480) 350-8294

Responsible for redevelopment, business retention, revitalization, housing services, special projects, and economic development including Rio Salado/Tempe Town Lake.

### Community Relations

Shelly Hearn, (480) 350-8844

Responsible for managing internal and external communication, government relations, neighborhood services, and Mayor and Council support.

### Community Services

Tom Canasi, (480) 350-5305

Responsible for the library, recreational activities, social services, and cultural facilities.

### Development Services

Chris Anaradian, (480) 858-2204

Responsible for guiding development and redevelopment throughout the city.

### Diversity Office

Rosa Inchausti, (480) 350-8999

Responsible for facilitating a fair and equitable work environment for city employees.



# Department Responsibilities

## *City Manager Appointed continued*

### Financial Services

Jerry Hart, (480) 350-8505

Responsible for the financial viability and functioning of the city.

### Fire

Cliff Jones, (480) 858-7201

Responsible for emergency services to the community.

### Human Resources

Valerie Hernandez, (480) 350-8407

Responsible for the hiring and well being of city employees.

### Information Technology

Gene Obis, (480) 350-8364

Responsible for the city's computer and communications systems.

### Parks & Recreation

Mark Richwine, (480) 350-5325

Responsible for parks, recreation activities, facilities, and special events.

### Police

Tom Ryff, (480) 350-8750

Responsible for the safety and protection of our community.

### Public Works

Glenn Kephart, (480) 350-8371

Responsible for street maintenance, trash collection, engineering services and transportation systems in Tempe.

### Water Utilities

Don Hawkes, (480) 350-2660

Responsible for environmental issues, the maintenance and distribution of water, and the treatment and disposal of wastewater.



# Purpose of Boards and Commissions

Boards and Commissions have been established within city government to assist the Mayor and City Council in an advisory capacity. They are necessary in order to research various issues related to the city and make recommendations to the Mayor and Council based on the expertise of those appointed to a Board or Commission. These recommendations for action are subject to review and/or approval of the Mayor and Council.

## Your Role as a Member of a Board and/or Commission

Because Board and Commission members are appointed by the City Council (versus elected), your role is exclusively *advisory* to the Mayor and Council. Major duties include making recommendations to the City Council based on expertise and study of specific issues. These actions and recommendations are subject to review and/or the approval of the City Council.

Responsibilities include:

- Acting lawfully within the spirit of the law
- Conducting the public's business in public
- Placing the public welfare ahead of one's own
- Understanding the process and procedures of governance
- Being informed about issues
- Listening to others, including those with whom you disagree

## Role of City Staff Liaisons

At least one City Staff Liaison is assigned to each Board and Commission. His/her role is to establish and maintain a positive working relationship with members, act as a link to other City departments and facilitate interaction.

Responsibilities include:

- Establishing bylaws and meeting procedures
- Distributing information and logistical support
- Offering advice and counsel to Board and Commission members
- Reporting concerns and progress to city management
- Providing guidance regarding the most effective way to present recommendations to the City Council, City management and the community



# Boards and Commission Members Guiding Principals

The following list of “guiding principles” was prepared to further clarify the advisory role of Tempe’s board and commission members:

## Set Personal Agendas Aside

Board and commission members should not represent their own interests or those of special interests. You have been appointed to represent the best interests of the citizens of the City of Tempe as a whole, and all decisions should be based on what is good for the entire community.

## Acknowledge the Right to Appeal

In most instances, any party aggrieved by the action of a board or commission may appeal that decision to the City Council. The City Council may grant the appeal at its discretion. (Decisions made by the Board of Adjustment must be appealed to the Maricopa County Superior Court.)

## Remain Objective in Your Role

Do not be personally offended if the Council overturns a decision that your board or commission made. Do not be offended if the Council amends or rejects the recommendations of your board/commission. Remember, it is the Council’s prerogative to do so.

## Maintain Effective Communication

Occasionally, there may be misunderstandings between board and commission members, members of the City Council or City staff. Frequent and open communication is critical to ensuring that minor disagreements do not escalate into major conflicts. The members of the Tempe City Council welcome your thoughts, ideas and suggestions.



# 16 Desirable Attributes of Board and Commission Members

People of good will can get along if they respect each other's point of view, and focus on what is in the best, long-term interests of the community.

As a new board or commission member, it is helpful to review the following 16 attributes demonstrated by Tempe's most effective members.

## *Effective Board and Commission Members:*

1. Take an interest in, and a willingness to learn more about municipal issues.
2. Schedule sufficient time to prepare for meetings and hearings.
3. Possess an open mind.
4. Conduct Board and Commission business with patience and fairness.
5. Envision the long-term effects of a decision versus short-term considerations.
6. Place the public good above the welfare of individual applicants.
7. Articulate clearly and thoughtfully at public meetings and hearings.
8. Choose to reach decisions and resolve issues.
9. State positions with persuasiveness.
10. Employ good "people" skills.
11. Control emotional outbursts and anger.
12. Actively mentor newly-appointed members.
13. Show up on time (punctuality).
14. Attend all meetings and study sessions.
15. Advocate effectively when appropriate.
16. Consider other points of view and are willing to compromise.



# SECTION THREE - ETHICS FOR EMPLOYEES AND BOARD AND COMMISSION MEMBERS

“Always do right. It will surprise some people and astonish the rest.”

- Mark Twain

*Definition: Ethics*

*The set of ground rules or principles by which an individual or organization acts.*

## Section Overview

The Ethics section of this guidebook was written primarily for employees of the City of Tempe. The content is also applicable to citizens who represent the City of Tempe by serving on a Board or Commission. As a representative of the City of Tempe, you are responsible for abiding by the policies as detailed in this section. As a result of reading this section, you will be able to:

1. Define ethics as it relates to City of Tempe standards of accountability.
2. Describe the role of proper ethical choices within the City of Tempe, the consequences of improper ethical decisions and where to turn to for advice on ethical issues.
3. Explain the City of Tempe Conflict of Interest Policy
4. Articulate the essence of the City of Tempe policy regarding Sexual Harassment and Discrimination.
5. Explain the City of Tempe Entertainment Gift Ban policy.

## Ethics Handbook

Good ethics means good government, a good place to work, and pride in yourself and our organization. Ethical behavior is more than just doing what is legal. Jimmy Stewart in *Mr. Smith Goes to Washington* may sound corny today, but his words still ring true about government:

*“I wouldn’t give you two cents for all your fancy rules if, behind them, they didn’t have a little bit of plain, ordinary, everyday kindness and a— a little looking out for the other fella, too.”*

The purpose of this handbook is to provide some road signs to guide us along the various paths and around the occasional obstacles encountered in our careers with the City of Tempe. Read it, make notes, and talk about it. Consider if everyone makes the effort for “a little looking out for the other fella,” sometimes that “other fella” will be you.



## What? . . . me worry?

“Everyone is ethical in their own mind.”

- We are experts at justifying our own behavior.
- We are always ethical unless the sacrifice is too great a sacrifice of convenience, ambition, money, or ego.
- We judge others more harshly than we judge ourselves, attributing dishonorable motives to their actions.
- No one is likely to mistake any of us for Mother Theresa by our actions.
- Do you really believe you are as good a person as your dog thinks you are?

## Warning signs:

“No one will ever know...”

“I can still be objective...”

“I deserve it...” (“They owe me...”)

“Let’s keep this under our hats...”

“Oh, don’t be such a prude...”

“They’ll never miss it...”

“They had it coming...” (I’m just fighting fire with fire...”)

“Don’t tell me. I don’t want to know...” “It’s okay if I don’t gain personally...”

“Technically, it’s legal...”

“Everybody does it...”

“Yes, but...”

“This won’t affect my work...”

## Why do good people do bad things?

- We overestimate the cost or risk of doing the right thing.
- We underestimate the cost or risk of the unethical behavior or decision.
- We fail to check it out with other people. Bad ethical decisions are almost always made alone.
- We use stress or time pressures to justify unethical behavior.

# Ethics must wear a human face

Our ethical choices play out in a staggering range of everyday concerns. How do I break the news about this setback or mistake? How am I going to deal with the personality clash down the hall? How can I get ahead? And so on. Talking a good ethical game is easy. Practicing it is another matter. Ethical challenges take many forms—and there is no single “right” answer. New issues are emerging every day. Among them are: the need to protect personal privacy when using advanced information technology, problems associated with chemical dependency and substance abuse, understanding the cultural differences that exist today in an international workforce and a global marketplace, and ensuring opportunities for the disadvantaged and disabled.

## Ethics in our workplace means:

- Being “downright upright” with our customers, our community, our regulators, and each other. A commitment to do what is right, good, and proper, especially when it’s hard.



- Treating values such as fairness, honesty, integrity, and trust as ground rules and not “options” in making decisions.
- Essential decency in our dealings with peers, bosses, and subordinates and all those outside the City with whom we come in contact. Earning the respect and regard of others for what we do and how we do it. Thinking through the implications of our actions, and our lack of action.

The difference between proper and improper behavior may not be clear-cut or obvious. And there’s no neat set of rules to cover every conceivable situation. You have to grapple with perceptions, incomplete information, and emotion. The pressure to compromise— out of fear, desire, ambition, or other motivation— can be intense.

That’s why these ground rules were developed: to share what we in the City of Tempe believe in, to give you behavior guideposts for sorting through all the gray areas, and to make you more sure-footed in choosing among conflicting obligations in order to arrive at an appropriate decision.

Not only are sound ethical values, purposes, and practices the basis for our long-range achievement; they are the strategic key to our survival and growth.

## When “right and wrong” isn’t “black and white”

If you find yourself in a situation where you are not sure about the right thing to do, ask yourself the following questions. They can help you avoid a serious mistake.

### Are my actions legal?

Your answer has to be “yes.” Breaking the law, any law, is never the right course of action. Even if the stakes are high or seemingly no one will get hurt. Even if you believe no one will ever find out. No exceptions, no excuses.

If you aren’t sure, ask. Check with your supervisor, the head of your department, or the City Attorney’s office or the City Manager. Remember, ignorance is no protection and guessing can be dangerous. Don’t take chances. Get the facts so that you know you’re on solid legal ground.

We expect that each individual shall conduct the City’s business in compliance with the letter and spirit of all applicable laws and regulations.

That gets us to first base, but it doesn’t put any points on the ethical scoreboard. To do that, ethical business conduct should generally exist at a level well above the minimum requirements of the law. Laws are a great start, but they aren’t designed to referee all matters of conscience.

The positions we take should be right and fair, and not simply “defensible.” Obeying the law is just one page in an ethical play book that also calls for integrity, honesty and, often, plain guts.

### Am I being fair and honest?

Weigh your answer as objectively as possible. Consider not only what you’re doing, but how you’re doing it. Are you playing by the rules? Is everything above-board? What if the tables were turned?



Whether the matter involves fellow employees, citizens, or suppliers, consider all the angles as well as the outcome. If it involves going below the belt, behind the back, or under the table— foul! Rethink the situation and take a different tack. Fair and honest practices signify “you are trustworthy.” That’s how we need to be viewed, as individuals and as a City, in order to thrive and prosper.

### Will my action stand the test of time?

The quick fix. The shortcut. The special favor. The loophole. These are some of the ethical temptations that can materialize during the battle of the day or the crisis of the moment. When they do, check your first impulse. You could be setting yourself up for a whopping ethical “hangover.”

Take time for an ounce of prevention. Take a hard look at the potential consequences. Be leery of uncomfortable compromises. If what you are trying to achieve violates a rule or calls for questionable practices, you’re making the wrong choice. You are also putting your reputation and ours at risk.

If you are confronted with a possible business ethics or conflict of interest problem, immediately request help to determine whether or not a problem does in fact exist and, if so, what steps should be taken to correct or avoid it.

Like the TV ad says, know when to say when: when it’s time to stop worrying about an issue by yourself, when to ask for advice, when to air your questions and concerns with others, and when to seek professional help within your management team.

### How will I feel about myself afterwards?

Will I like who I see in the mirror? Or will I cringe with embarrassment and regret? Am I copping out? Or is it my best shot?

Each of us wants to be able to hold our head high when we talk about who we work for and how we make our living. We want respect, a good name, a sense of pride and accomplishment. Examine these feelings, and steer by them.

Put a hold on any decision or action that you don’t feel you could discuss openly and honestly with others. And don’t back yourself into a corner: if you can’t explain why without getting angry, defensive, or evasive, it’s time to regroup and come up with another plan of action. Remember the old saying, “there’s more than one way to skin a cat.”

### Even though I’m doing nothing wrong, will someone get the wrong idea?

Perceptions of wrongdoing can be almost as damaging as the real thing. Think how easy it is to jump to conclusions, to take things out of context, or to feed a rumor mill. Then picture yourself on the hot seat. It’s a sad fact of life that allegations make front page headlines; clearing your name and setting the record straight become uphill battles, and retractions often get lost in the shuffle. Don’t leave yourself open. Our work is often controversial. Everything we do is given a thorough going-over by regulators, the media, and the public. Don’t be paranoid, but do be well-informed and careful.

### Am I creating an ethical dilemma for someone else?

Sometimes we inadvertently ask others to violate an ethical standard. We may not realize that what to us is a simple request for information or a small favor may be



creating an ethical dilemma for others. The weight of your position or influence may cause the other party to feel compelled to comply even though it breaks a ground rule. This type of stress will soon destroy trust, loyalty, and morale in an organization if employees feel they have no options, and “favors” or special treatment are expected. To avoid putting someone else into an ethical box, ask the following questions:

- Would this same information, favor, or opportunity be available to anyone who asks? Other employees? The public? Do I have legitimate authority to request this?
- Ask the other party, “Are you uncomfortable with what I’m asking?” “What would your answer be if someone else asked the same thing?”
- What will happen if others find out?

### Will my actions or decisions embarrass others?

Even with the law on our side, innocent people can suffer if there is just a hint of shadiness in our dealings. It is worth the extra effort to make sure that none of our business relationships are jeopardized by well-meaning favors or questionable judgment calls.

Try putting everything you do under the glare of an imaginary spotlight. Be your own toughest critic. If need be, get a second opinion. Then redouble your efforts to win in the way we do it best: through service, quality, and performance!

These questions are designed to help you make ethical choices. Often there’s no single “right” answer, but you’ll find many practical guidelines for doing the right thing.

## A helping hand that’s always there for you

We have a process to help you with job problems, ethical or otherwise. We want to have clear, open channels of communication between you and the City. Because you genuinely matter to us, and because it’s good business to solve problems quickly, before they fester and become even bigger problems, we’ve pledged to hire the best people, listen to them, challenge them and reward them.

This is how it works:

- Recognize a problem when you see it or feel it in your gut.
- Surface it. Discuss it privately with your immediate supervisor or manager. Believe it or not, they’re often in the best position to help you.
- Take it up the chain. If your immediate supervisor is personally involved in the issue or you believe the problem still exists, talk to the next level of management.
- Call upon other specialists. Depending upon what it is, contact the Human Resources Director, the City Attorney, or the City Manager, any one of whom will help you think it through and work it out.



## It's a matter of respect

The City isn't a building, a piece of equipment, a form to fill out, or a budget. It's people. A community of people. A team. A family.

We see each other every day, work together closely, share common goals and depend upon each other. We have bad days and good days. We squabble and squirm, fuss and fight, and agree to disagree. We also help each other out, trade confidences, pour on the second effort, and laugh together over coffee. We rise to the occasion, in small and big ways.

The only way the relationship works is to treat one another with fairness, dignity, and respect. We insist! Our City is not only obligated, but committed, to provide you with a work environment that is safe, fulfilling, and dignified. Intimidation, coercion, and harassment of any kind have no place here.

We respect and honor your right to job opportunity, personal privacy, and individual dignity.

But here's a "gray" area. At times, the City has a legitimate interest in your personal conduct to the extent that inappropriate conduct affects job performance or our reputation. Then you can count on our interest and attention, and a helping hand. Just like in any family!

## No way

Allowing practices that discriminate.

Tolerating racist or bigoted remarks or actions.

Treating fellow workers with disrespect.

## Showing your "true" colors

It's a question of loyalty. Loyalty, in City terms, has three very important aspects.

- The City expects that you will not engage in any outside activity that competes or conflicts with your position.
- The City expects that you will not use the influence of your position for personal gain.
- And the City expects that you will protect, and refrain from acting on, privileged information.

To do otherwise creates a divided loyalty, sometimes known as a "conflict of interest." It means that you'd have a personal stake in something that could influence or appear to influence your judgment or action in conducting the City's business.

## If you think you may have conflicting interests . . .

Raise the question with the staff member assigned as your Boards and Commission Liaison and share the facts of the situation.

Refuse to accept and do not give anything which could interfere with, or appear to impair your ability to perform, your duties or to exercise judgment in a fair and unbiased manner.

Ask your Staff Liaison if you're not sure whether you possess confidential or inside information, or whether any actions by you are prohibited because of your job.



## Flying colors

*Loyalty.* Your undivided, undiluted efforts on behalf of the City; your motivation, your creativity, your enthusiasm, and your commitment.

*Discretion.* Your safeguarding of privileged information.

*Integrity.* Your fair, unbiased performance and inability to be corrupted.

## Colorless

“Moonlighting” or running a “business on the side” that interferes with doing your job for the City.

Accepting or giving gifts or allowing members of your family to accept them.

Cheating on expense accounts.

Making false or misleading entries in City books and records.

## It’s OK to show our appreciation!

- Novelties or trinkets like pens, luggage tags, coffee mugs, and T-shirts.
- Annual holiday tokens.

## And to be appreciated!

- Inexpensive mementos.
- Nominal “community gifts” shared equally by the members of your office, group, or team.
- Promotional premiums and discounts offered by transportation companies, hotels, auto rental agencies, and restaurants if they are also available to others and not just to our people. Discretion and good judgment are required.

## Even when no one’s watching

- Treat your work areas, equipment, and materials with care and consideration. The City puts these tools of your trade at your disposal to make your job easier. What better way to show your appreciation?
- Obey security and safety procedures of City locations. After all, they have been instituted for your protection.
- Don’t abuse City privileges by “borrowing” City property for personal use. That would be a violation of our trust in you.



## When the tables are turned— and we are the customer

From pencils and paper clips to specialty equipment and services, we depend on our vendors, suppliers, and subcontractors to come through for us. And we seek the same ethical business values in these relationships as we strive to deliver to our own customers. While the vendors, suppliers, and subcontractors must perform to our high product and service standards if they want our business, we must hold up our end of the bargain and build their confidence in our integrity.

*If you buy things for the City  
or have a say in the decision,  
keep every transaction friendly,  
but at arms-length.*

It's our responsibility to pinpoint our needs, to identify and recruit competent suppliers, to set a level playing field for competitive bidding, and to work out the terms of the relationship. To get the best possible deal for the City, it is proper to use our clout as a large customer for such legitimate purchasing advantages as volume discounts and competitive prices in all that we buy, checking deliveries, monitoring performance, and following-up to make sure our suppliers follow through.

## Supplier “smarts”

### *Communication*

Your ability to convey our expectations, head off problems, and resolve any complaints.

### *Courtesy*

Your politeness and good manners, cooperation and helpfulness.

### *Fairness*

Your impartiality in the selection process and in making purchasing decisions.

### *Caution*

Your refusal to do business if the business is illegal or shady.

## Supplier abuses

- Accepting favors or gifts.
- Taking bribes or kickbacks in any form.
- Acting rude or disrespectful.
- Passing the blame when it's really our fault.
- Wasting time and money, theirs or ours.
- Using strong-arm tactics to “get our way.”



## You bet it's Important!

- To treat customers, citizens, vendors, co-workers, and others with fairness, honesty, integrity, and trust in all dealings;
- To protect the City's assets and its reputation through professional and personal conduct that is above reproach;
- To keep all of our promises and meet all of our obligations to other people and organizations;
- To steer clear of conflicts of interest; and
- To obey all the laws.

## Crossing the Abyss— Safely

Imagine yourself driving on a one-lane bridge across a canyon one-mile deep. The bridge is safely enclosed with steel girders and safety rails. You may feel some apprehension and slow down as you cross, but you will manage it without breaking into a sweat.

Change the picture: Now you are crossing the same deep canyon on a one-lane bridge with no side structure, no guard rails, no guide wires, no side girders. How do you feel? Most of us would feel fear, maybe even panic. Our stress level would increase significantly.

As we maneuver the occasional deep canyons of our lives and jobs, our ethics are the guard rails and safety barriers on that bridge. Knowing the limits (even if we never need them) allows us to make decisions, and behave with courage and confidence.

Lose the fear of falling into the abyss and reduce your stress.

## Conflict of Interest

Arizona statutes deal with conflicts of interest at state and local levels. These statutes apply to all officers and employees of every incorporated city and town. The statutes define "Remote Interest," (see appendix page 39). The statutes also define a "Substantial Interest," which is any pecuniary or proprietary interest, either direct or indirect, other than a "Remote Interest."

Any public official or employee of a public agency who has, or whose relative has, a substantial interest in any contract, sale, purchase, or service to such public agency shall make known that interest in the official records of the public agency and shall refrain from voting upon or otherwise participating in any manner as an officer or employee in such contract, sale, or purchase.

Moreover, no public officer or employee of a public agency shall supply to such public agency any equipment, materials, supplies, or services, unless pursuant to an award or contract which has been let after public competitive bidding (with exceptions for purchases under \$300 each and under \$1,000 annually). See A.R.S. §38-501 to 503, inclusive (reprinted in appendix).

The conflict of interest statute also lists certain "Prohibited Acts" which are as follows:



## Representing private interests before city agencies.

- A. A public officer or employee shall not represent another person(s) for compensation before a public agency by which the officer or employee is or was employed within the preceding twelve months or which the officer or employee serves or served within the preceding 12 months concerning any matter with which the officer or employee was directly concerned, and in which the officer or employee personally participated during the officer's or employee's employment or service by a substantial and material exercise of administrative discretion. See A.R.S. §38-504(A) (reprinted in appendix).

## Non-disclosure of confidential information.

- B. During the period of a public officer's or employee's employment or service, and for two years thereafter, a public officer or employee shall not disclose or use for the officer's or employee's personal profit, without appropriate authorization, any information of a confidential nature acquired by the officer or employee in the course of the officer's or employee's official duties which has been clearly designated to the officer or employee as confidential when such confidential designation is warranted because of the status of the proceedings or the circumstances under which the information was received and preserving its confidentiality is necessary to the proper conduct of government business. A public officer or employee shall not disclose or use, without appropriate authorization, any information that is acquired by the officer or employee in the course of the officer's or employee's official duties and that is declared confidential by law. See A.R.S. §38-504(B) (reprinted in appendix).

## No gifts, favors, or extra compensation.

- C. A public officer or employee shall not use or attempt to use the officer's or employee's official position to secure any valuable thing or valuable benefit for the officer or employee that would not ordinarily accrue to the officer or employee in the performance of the officer's or employee's official duties, if the thing or benefit is of such character as to manifest a substantial and improper influence on the officer or employee with respect to the officer's or employee's duties. See A.R.S. §38-504(C) (reprinted in appendix).

## Additional income prohibited for services.

- D. No public official or employee may receive or agree to receive directly or indirectly compensation other than as provided by law for any service rendered or to be rendered by him/her personally in any case, proceeding, application, or other matter which is pending before the public agency of which he/she is a public officer or employee. See A.R.S. §38-505(A) (reprinted in appendix).

If these conflict of interest statutes prevent an appointed public officer or public employee from acting as required by law in his/her official capacity, such public officer or employee shall notify his/her superior authority of the conflicting interest. The superior authority may empower another to act, or such authority may act, in the capacity of the public officer or employee on the conflicting matter.



The penalties for violating these conflict of interest statutes are very significant. Intentionally or knowingly violating these statutes is a Class 6 felony; recklessly or negligently violating these statutes is a Class 1 misdemeanor. In addition, a person found guilty of either one of these offenses shall forfeit his/her public office or employment. See A.R.S. §38-510 (reprinted in appendix).

Special conflict of interest statutes apply to housing projects and slum clearance and redevelopment projects. They generally prohibit any interest, direct or indirect, in such a project. These statutes are far-reaching and serve to prohibit the acquisition of any property in a redevelopment or housing project by any public employee who arguably had any contact with such housing or redevelopment project. If contemplating the acquisition of an interest in such housing or redevelopment projects, please contact your supervisor and the City Attorney's office immediately. See A.R.S. §36-1477 (reprinted in appendix).

## Discrimination

Federal, state, and local laws prohibit discrimination of any sort based on race, color, creed, national ancestry, sex, age, or physical disability.

## Public Access

### Open meetings

State public policy is that proceedings and meetings of public bodies be conducted openly and publicly. The law provides that all meetings of a public body shall be public, and all persons desiring to attend shall be permitted to attend and listen to the deliberations and proceedings. A meeting is defined broadly to include the gathering of a quorum of members of a public body to propose or take legal action, including any deliberations with respect to such action. The law does contain an exception to the general requirement that all meetings must be open to the public. That section provides that in seven specific instances a public body may discuss matters in an Executive (closed) Session without the public being allowed to attend and listen to the deliberations. An Executive Session may be convened solely for the purposes of discussion, and no final action may be taken in an Executive Session.



## Public Records

The law requires public records and other matters in the office of any officer to be available for inspection by any person at all times during office hours. There is a strong presumption in Arizona law as to the openness and public nature of most government records. The burden is on the public official to show cogent reasons why such records should not be open to inspection. Reasons for confidentiality may be conferred by a statute or where the countervailing interest of confidentiality, privacy, or the best interests of the state (the City) should be appropriately invoked to prevent inspection. This often involves a delicate balance between the public's right to know and the countervailing interest suggesting confidentiality, privacy, or the best interest of the state. All doubts should be resolved in favor of access and openness of such public records.

The scope of this handbook does not permit a thorough analysis of this rather complicated area of the law. Therefore, it is strongly suggested that any outside request for other than routine documents be forwarded to the City Attorney's office for legal advice. See A.R.S. §39-121 et. seq.

## Sexual Harassment

It's not cute or funny; it's illegal; it destroys morale; it damages our reputation, and it's grounds for disciplinary action, including dismissal.

Our policy is to “maintain a workplace free of sexual harassment by any co-worker, supervisor, or other person, and an environment free of sexual overtones and intimidation.”

## Unacceptable Behaviors

- Physical assault, including rape, sexual battery or molestation.
- Using sexual conduct as a “weapon” in hiring, keeping a job, advancement or termination.
- Unwanted sexual advances or propositions, including bodily contacts and verbal remarks.
- Sexually suggestive, demeaning or pornographic displays (e.g., photographs, posters, cartoons, calendars, or graffiti).
- Retaliating against anyone who raises an issue of sexual harassment.

If you believe you are being sexually harassed, bring your complaint forward immediately to your supervisor or the Human Resources Director. They are obligated to investigate your complaint promptly and thoroughly, and take corrective steps as quickly as possible.



# Appendix 1: Arizona Statutes

*Re: Conflict of interest of officers and employees.*

## *§38-501. Application of article*

- A. This article shall apply to all public officers and employees of incorporated cities or towns, political subdivisions and of the state and any of its departments, commissions, agencies, bodies or boards.
- B. Notwithstanding the provisions of any other law, or the provisions of any charter or ordinance of any incorporated city or town to the contrary, the provisions of this article shall be exclusively applicable to all officers and employees of every incorporated city or town or political subdivision or the state and any of its departments, commissions, agencies, bodies or boards and shall supersede the provisions of any other such law, charter provision or ordinance.
- C. Other prohibitions in the state statutes against any specific conflict of interests shall be in addition to this article if consistent with the intent and provisions of this article.

## *§38-502. Definitions*

In this article, unless the context otherwise requires:

1. “Compensation” means money, a tangible thing of value or a financial benefit.
2. “Employee” means all persons who are not public officers and who are employed on a full-time, part-time or contract basis by an incorporated city or town, a political subdivision or the state or any of its departments, commissions, agencies, bodies, or boards for remuneration.
3. “Make known” means the filing of a paper which is signed by a public officer or employee and which fully discloses a substantial interest or the filing of a copy of the official minutes of a public agency which fully discloses a substantial interest. The filing shall be in the special file established pursuant to §38-509.
4. “Official records” means the minutes or papers, records and documents maintained by a public agency for the specific purpose of receiving disclosures of substantial interests required to be made known by this article.
5. “Political subdivision” means all political subdivisions of the state and county, including all school districts.
6. “Public agency” means:
  - (a) All courts.
  - (b) Any department, agency, board, commission, institution, instrumentality, legislative or administrative body of the state, a county, an incorporated town or city and any other political subdivision.
  - (c) The state, county, and incorporated cities or towns and any other political subdivisions.
7. “Public competitive bidding” means the method of purchasing defined in title 41, chapter 4, article 3, or procedures substantially equivalent to such method of purchasing or as provided by local charter or ordinance.
8. “Public officer” means all elected and appointed officers of a public agency established by charter, ordinance, resolution, state constitution or statute.



9. “Relative” means the spouse, child, child’s child, parent, grandparent, brother or sister of the whole or half blood and their spouses and the parent, brother, sister or child of a spouse.
10. “Remote interest” means:
  - (a) That of a nonsalaried officer of a nonprofit corporation.
  - (b) That of a landlord or tenant of the contracting party.
  - (c) That of an attorney of a contracting party.
  - (d) That of a member of a nonprofit cooperative marketing association.
  - (e) The ownership of less than three percent of the shares of a corporation for profit, provided the total annual income from dividends, including the value of stock dividends, from the corporation does not exceed five percent of the total annual income of such officer or employee and any other payments made to him by the corporation do not exceed five percent of his total annual income.
  - (f) That of a public officer or employee in being reimbursed for his actual and necessary expenses incurred in the performance of official duty.
  - (g) That of a recipient of public services generally provided by the incorporated city or town, political subdivision or state department, commission, agency, body or board of which he is a public officer or employee, on the same terms and conditions as if he were not an officer or employee.
  - (h) That of a public school board member when the relative involved is not a dependent, as defined in §43-1001, or a spouse.
    - (i) That of a public officer or employee, or that of a relative of a public officer or employee, unless the contract or decision involved would confer a direct economic benefit or detriment upon the officer, employee or his relative, of any of the following:
      - (i) Another political subdivision.
      - (ii) A public agency of another political subdivision.
      - (iii) A public agency except if it is the same governmental entity.
    - (j) That a member of a trade, business, occupation, profession, or class of persons consisting of at least 10 members which is no greater than the interest of the other members of that trade business, occupation, profession or class of persons.
11. “Substantial interest” means any pecuniary or proprietary interest, either direct or indirect, other than a remote interest.

*§38-503. Conflict of interest; exemptions; employment prohibition*

- A. Any public officer or employee of a public agency who has, or whose relative has, a substantial interest in any contract, sale, purchase or service to such public agency shall make known that interest in the official records of such public agency and shall refrain from voting upon or otherwise participating in any manner as an officer or employee in such contract, sale or purchase.
- B. Any public officer or employee who has, or whose relative has, a substantial interest in any decision of a public agency shall make known such interest in the official records of such public agency and shall refrain from participating in any manner as an officer or employee in such decision.



- C. Notwithstanding the provisions of subsections A and B of this section, no public officer or employee of a public agency shall supply to such public agency any equipment, material, supplies or services, unless pursuant to an award or contract let after public competitive bidding, except that:
  1. A school district governing board may purchase, as provided in § §15-213 and 15-323, supplies, materials and equipment from a school board member.
  2. Political subdivisions other than school districts may purchase through their governing bodies, without using public competitive bidding procedures, supplies, materials and equipment not exceeding three hundred dollars in cost in any single transaction, not to exceed a total of one thousand dollars annually, from a member of the governing body if the policy for such purchases is approved annually.
- D. Notwithstanding subsections A and B of this section and as provided in § §15-421 and 15-1441, the governing board of a school district or a community college district may not employ a person who is a member of the governing board or who is the spouse of a member of the governing board.

*§38-504. Prohibited acts*

- A. A public officer or employee shall not represent another person(s) for compensation before a public agency by which the officer or employee is or was employed within the preceding twelve months or which the officer or employee serves or served within the preceding 12 months concerning any matter with which the officer or employee was directly concerned, and in which the officer or employee personally participated during the officer's or employee's employment or service by a substantial and material exercise of administrative discretion.
- B. During the period of a public officer's or employee's employment or service, and for two years thereafter, a public officer or employee shall not disclose or use for the officer's or employee's personal profit, without appropriate authorization, any information of a confidential nature acquired by the officer or employee in the course of the officer's or employee's official duties which has been clearly designated to the officer or employee as confidential when such confidential designation is warranted because of the status of the proceedings or the circumstances under which the information was received and preserving its confidentiality is necessary to the proper conduct of government business. A public officer or employee shall not disclose or use, without appropriate authorization, any information that is acquired by the officer or employee in the course of the officer's or employee's official duties and that is declared confidential by law.
- C. A public officer or employee shall not use or attempt to use the officer's or employee's official position to secure any valuable thing or valuable benefit for the officer or employee that would not ordinarily accrue to the officer or employee in the performance of the officer's or employee's official duties, if the thing or benefit is of such character as to manifest a substantial and improper influence on the officer or employee with respect to the officer's or employee's duties.



*§38-505. Additional income prohibited for services*

- A. No public officer or employee may receive or agree to receive directly or indirectly compensation other than as provided by law for any service rendered or to be rendered by him personally in any case, proceeding, application, or other matter which is pending before the public agency of which he is a public officer or employee.
- B. This section shall not be construed to prohibit the performance of ministerial functions including, but not limited to, the filing, or amendment of tax returns, applications for permits and licenses, incorporation papers, and other documents.

*§38-507. Opinions of the attorney general, county attorneys and city or town attorneys and house and senate ethics committee*

Requests for opinions from either the attorney general, a county attorney, a city or town attorney, the senate ethics committee or the house of representatives ethics committee concerning violations of this article shall be confidential, but the final opinions shall be a matter of public record. The county attorneys shall file opinions with the county recorder, the city or town attorneys shall file opinions with the city or town clerk, the senate ethics committee shall file opinions with the senate secretary and the house of representatives ethics committee shall file opinions with the chief clerk of the house of representatives.

*§38-508. Authority of public officers and employees to act*

- A. If the provisions of §38-503 prevent an appointed public officer or a public employee from acting as required by law in his official capacity, such public officer or employee shall notify his superior authority of the conflicting interest. The superior authority may empower another to act or such authority may act in the capacity of the public officer or employee on the conflicting matter.
- B. If the provisions of §38-503 prevent a public agency from acting as required by law in its official capacity, such action shall not be prevented if members of the agency who have apparent conflicts make known their substantial interests in the official records of their public agency.

*§38-509. Filing of disclosures*

Every political subdivision and public agency subject to this article shall maintain for public inspection in a special file all documents necessary to memorialize all disclosures of substantial interest made known pursuant to this article.

*§38-510. Penalties*

- A. A person who:
  - 1. Intentionally or knowingly violates any provisions of § §38-503 through 38-505 is guilty of a class 6 felony.
  - 2. Recklessly or negligently violates any provision of § §38-503 through 38-505 is guilty of a class 1 misdemeanor.
- B. A person found guilty of an offense described in subsection A of this section shall forfeit his public office or employment if any.



- C. It is no defense to a prosecution for a violation of § 38-503 through 38-505 that the public officer or employee to whom a benefit is offered, conferred or agreed to be conferred was not qualified or authorized to act in the desired way.
- D. It is a defense to a prosecution for a violation of § 38-503 through 38-505 that the interest charged to be substantial was a remote interest.

*§38-511. Cancellation of political subdivision and state contracts; definition.*

- A. The state, its political subdivisions or any department or agency of either may, within three years after its execution, cancel any contract, without penalty or further obligation, made by the state, its political subdivisions, or any of the departments or agencies of either if any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the state, its political subdivisions or any of the departments or agencies of either is, at any time while the contract or any extension of the contract is in effect, an employee or agent of any other party to the contract in any capacity or a consultant to any other party of the contract with respect to the subject matter of the contract.
- B. Leases of state trust land for terms longer than ten years cancelled under this section shall respect those rights given to mortgagees of the lessee by §37-289 and other lawful provisions of the lease.
- C. The cancellation under this section by the state or its political subdivisions shall be effective when written notice from the governor or the chief executive officer or governing body of the political subdivision is received by all other parties to the contract unless the notice specifies a later time.
- D. The cancellation under this section by any department or agency of the state or its political subdivisions shall be effective when written notice from such party is received by all other parties to the contract unless the notice specifies a later time.
- E. In addition to the right to cancel a contract as provided in subsection A of this section, the state, its political subdivisions or any department or agency of either may recoup any fee or commission paid or due to any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the state, its political subdivisions or any department or agency of either from any other party to the contract arising as the result of the contract.
- F. Notice of this section shall be included in every contract to which the state, its political subdivisions, or any of the departments or agencies of either is a party.
- G. For purposes of this section, “political subdivisions” do not include entities formed or operating under title 48, chapter 11, 12, 13, 17, 18, 19 or 22.



## Appendix 2: Arizona Statutes

*Re: Employment of relatives.*

*§38-481. Employment of relatives; violation; classification; definition.*

- A. It is unlawful, unless otherwise expressly provided by law, for an executive, legislative, ministerial or judicial officer to appoint or vote for appointment of any person related to him by affinity or consanguinity within the third degree to any clerkship, office, position, employment or duty in any department of the state, district, county, city or municipal government of which such executive, legislative, ministerial or judicial officer is a member, when the salary, wages or compensation of such appointee is to be paid from public funds or fees of such office, or to appoint, vote for or agree to appoint, or to work for, suggest, arrange or be a party to the appointment of any person in consideration of the appointment of a person related to him within the degree provided by this section.
- B. Any executive, legislative, ministerial or judicial officer who violates any provision of this section is guilty of a class 2 misdemeanor.
- C. The designation executive, legislative, ministerial or judicial officer includes all officials of the state, or of any county or incorporated city within the state, holding office either by election or appointment, and the heads of the departments of state, county or incorporated cities, officers and boards or managers of the universities.

## Appendix 3: Arizona Statutes

*Re: Conflict of interest in redevelopment areas.*

*§36-1477. Interest of public officials, commissioners or employees in project prohibited.*

- A. A public official of a municipality, commissioner or employee of a housing authority or slum clearance and redevelopment commission to which the powers of a municipality have been delegated pursuant to this article, shall not voluntarily acquire any interest, direct or indirect, in a redevelopment project or in any property included or planned to be included in a redevelopment project of the municipality or in any contract or proposed contract in connection with a redevelopment project. If an acquisition is not voluntary, the interest acquired shall be immediately disclosed in writing to the local governing body and such disclosure shall be entered upon the minutes of the governing body.
- B. If any official, commissioner or employee presently owns or controls, or owned or controlled within the preceding two years, any interest, direct or indirect, in any property which the person knows is included or planned by the municipality to be included in any redevelopment project, the person shall immediately disclose this fact in writing to the local governing body, and this disclosure shall be entered upon the minutes of the governing body. The person shall not participate in any action by the municipality, housing authority or commission affecting the property. Any violation of this section shall constitute misconduct in office.



# Appendix 4: Arizona Statues

*Re: Entertainment Gift Ban*

*A.R.S. § 41-1232.08, Arizona Revised Statutes (“A.R.S.”)  
became effective on January 1, 2001.*

This law prohibits City elected and appointed officials from accepting expenditures or single expenditures for entertainment from a person who for compensation is attempting to influence the passage or defeat of legislation, ordinances, rules, regulations, nominations and other matters that are pending or proposed or subject to formal approval by the City. Reciprocally, the statute prohibits the giving of such entertainment expenditures to elected and appointed City officials.

“Entertainment” has been defined to mean expenditures for admission or participation in any sporting or cultural event. Limited exceptions apply for speaking engagements and special events.

# Appendix 5: Tempe City Charter

*Re: Prohibitions*

*Section 9.01. Prohibitions and penalties.*

(a) Activities prohibited.

- (1) No person shall be appointed to, removed from, favored in any way, or discriminated against with respect to any city position because of race, sex, political or religious affiliations.
- (2) In regard to any test, certification or appointment, no person shall wilfully make any false statement, certificate, mark, rating or report, or in any manner commit or attempt to commit any fraud preventing the impartial execution of the personnel provisions, rules and regulations.
- (3) No person who seeks appointment or promotion to any city position or administrative office shall directly or indirectly give, render or pay any money, service or other valuable thing to any person for or in connection with his test, appointment, promotion or proposed promotion. Nor shall any city officer or employee ask or receive anything of value for aid or offer of aid in connection with any city appointment, employment or promotion.
- (4) No person elected or employed by the city shall orally, by letter or otherwise, solicit or assist in soliciting any assessment, subscription or contribution for any political party or political purpose whatever from any person holding any compensated appointive city position. No person shall solicit for such purposes from compensated city personnel during their working hours.
- (5) No person who holds any compensated appointive city position shall make, solicit or receive any contribution to the campaign funds of any candidate for municipal office or take any part in the management, affairs, or political campaign of any such candidate, but he may exercise any other rights of a qualified elector.



(b) Penalties.

Any person who by himself or with others wilfully violates any of the provisions of section 9.01 shall upon conviction thereof be guilty of a misdemeanor, and be punished as specified by city ordinance.

*This handbook includes material adapted from the following sources with written permission:*

Ethics in Our Workplace, WMX Technologies, Inc., Oak Brook, IL.

“Organizational Ethics Program Leaders Course,” Mark Pastin, Ph.D., 1987-1992.



# SECTION FOUR - THE ARIZONA OPEN MEETING LAW

A.R.S. § 38-431.01 (A)  
Protecting the Public's Right to Know

## Section Overview

Section Four of the Guidebook details the Arizona Open Meeting Law. This law applies to Board and Commission activity.

It is important that after reading this section, you are able to:

1. Explain the Arizona Open Meeting Law.
2. Define the term “quorum.”
3. Identify who the Open Meeting Law applies to as well as the exceptions.
4. Describe the consequences for violating the Arizona Open Meeting Law.

Legislative initiatives calling for open government were established throughout the United States during the 1960's.

In 1962, the Arizona legislature declared it public policy “that proceedings in meetings of governing bodies of the state and political subdivisions thereof exist to aid in the conduct of people's business. It is the intent of [the Open Meeting Law] that their official deliberations and proceedings be conducted openly.”

## Conduct the Public's Business in Public

The key provision of the Open Meeting Law is the requirement that all meetings of any public body are open to the public and anyone requesting to attend should be able to do so.

## Public Body

The Open Meeting Law applies to all public bodies. A “public body” includes the legislature, all Boards and Commissions of the state or political subdivisions, city or town councils, county boards of supervisors and school boards. The term also includes “quasi-judicial bodies,” as well as “all standing, special or advisory committees or subcommittees of or appointed by” a public body.

## Exceptions

The Open Meeting Law does not apply to:

- Political caucuses of the Legislature
- Courts
- Staff meetings such as City Manager meetings with city staff, etc.



# Quorum

A “quorum” is the term used to represent a simple majority of the membership of a committee needed to begin conducting official business.

The Open Meeting Law applies any time that a quorum of a board, commission, or any other public body is gathered to talk about the public’s business or about any public matter that may eventually require some action or decision by the public body. (This can even include social functions where a quorum is present.)

# Violations

Members of a public body are in violation of the Open Meeting Law if they meet to discuss or deliberate public business in groups less than a quorum and, in turn, attempt to pass those conversations to other members. This applies to telephone conversations as well as e-mail communications.

# Formal Notification

The public must be notified in advance of any public meeting. All actions taken by a public body at a meeting that was not properly posted are automatically null and void.

The minimum requirements include:

- Notices of meeting minutes are submitted to the City Clerk’s office a minimum of 36 hours prior to the public meeting.
- Posting notices at least 24 hours before a public meeting.
- Notices must state where and when the meeting will be held.
- Notices must include an agenda listing the topics to be discussed during the meeting.

*Note:* Only topics listed on the agenda may be discussed during the meeting!

- Minutes must be taken of all meetings with the exception of subcommittees and advisory committees. Audio or video tape recordings are acceptable.
- Meeting minutes must be made available for public review.
- The public must have access to all public meetings, including access for public members with disabilities.

# Penalties

Penalties have been established for violating the Opening Meeting Law:

- The court may levy a fine of up to \$500 per violation against any person found violating the law or against anyone knowingly assisting a person violating the law.
- Violators must pay the fine and attorney’s fees.



# Important Note!

Members may unknowingly make mistakes that violate the Open Meeting Law. Reasonable mistakes are not punished!

Fines and fees are only assessed to members found guilty in a court of knowingly and intentionally violating the law.

*THE GOAL . . . PROTECT THE PUBLIC'S RIGHT TO KNOW*

## Open Meeting Law

### Outline

- I. Overview and Purpose of the Open Meeting Law (OML)
  - The Public Policy of the OML is found in A.R.S. § 38-431.09, "...that meetings of public bodies be conducted openly and that notices and agendas be provided for such meetings which contain such information as is reasonably necessary to inform the public of the matters to be discussed or decided."
  - The OML's Purpose also includes
    - to open up government to the public process - to allow the public to attend and listen to deliberations, discussions, and decisions of government
    - to facilitate public officials' jobs roles as representatives of the public
  - If there is any doubt, we will err on the side of openness.
    - "...any person ...charged with the interpretations of this article shall construe any provision of this article in favor of open and public meetings." A.R.S. § 38-431.09
  - Circumvention of the Open Meeting Law is prohibited.
- II. Who does the OML apply to? Does all of this really matter to me?
  - "Public Bodies" - which are defined as "the legislature, all boards and commissions of this state or political subdivisions, all multimember governing bodies of departments, agencies, institutions and instrumentalities of the state or political subdivisions, ... includes all quasi-judicial bodies and all standing, special or advisory committees or subcommittees of, or appointed by, such public body." A.R.S. § 38-431(6).
- III. So what does the OML require?
  - A. What is covered?
    - "Meetings" must be open to the public.
      - "meetings" are defined by the OML as "the gathering, in person or through technological devices, of a quorum of members of a public body at which they discuss, propose or take legal action, including any deliberations by a quorum with respect to such action."
    - Covers not only in-person meetings but also includes e-mail, mobile phone, speaker phone, etc.
      - This includes even discussions and deliberations in relation to legal action



- All “Legal Action” must be conducted in a public meeting.
  - “legal action” is “a collective decision, commitment or promise made by a public body pursuant to constitution, . . . charter, bylaws or specified scope of appointment . . .”
- Courts have found that the OML applies to luncheons, private homes, and telephone conversations.
- What about Social Events?
  - You must be very careful with social events, especially when a quorum is present.
  - The Attorney General has opined that whether the OML applies depends not upon the label given to the meeting or its location, but to the substance of the matters discussed.
  - It is best to comply with the OML if the discussions could be construed as preliminary to legal actions or if the group frequently held such informal or social gatherings.
  - If you have social interactions and do not apply the OML - do not engage in deliberations, consultations or considerations which may foreseeably require final action by the group.

#### B. Notice Requirement

- How far in advance must we provide notice?
  - General rule = at least 24 hrs. prior to the meeting
- What must the notice include?
  - 2 Step Process: #1 - Disclosure Statement of where all public notices will be posted and #2 - Prior to each meeting must provide notice.
  - Notice to include agenda or how to get agenda and then distribute accordingly.
- Agenda Requirement
  - Must list the specific matters to be discussed, considered or decided at the meeting.
  - Generic descriptions are not enough.
  - They must include specific enough information “as is reasonably necessary to inform the public of the matters to be discussed or decided.” A.R.S. § 38-431.09.
  - The agenda must include whether member(s) will participate by telephone, or video communications.
- When you hold your meeting, the discussion, consideration and action must be on only matters that are listed in the agenda.
- You must allow any member of the public to attend and listen at a public meeting. A.R.S. § 38-431.01(A).
  - Be careful to ensure that you are providing access to all members of the public.
  - Examples of ways in which you can run into trouble:
    - Requiring all attendees to sign-in just to attend (it is okay to ask people speaking to sign a register).
    - Holding a meeting in a remote location or a meeting room that is not accessible to the public.



### C. Minutes

- Required Components:
  1. Date, time and place of meeting.
  2. Whether each member of the public body is present or absent.
  3. A general description of the matters considered.
  4. An accurate description of the legal actions proposed, discussed or taken.
  5. Members names who proposed the above actions.
  6. Names of people who make statements or present material to the public body with reference to which item it was in relation to A.R.S. § 38-431.01(B).
- Minutes of a public meeting must be made available for public inspection within 3 working days after the meeting.
- Minutes must be marked “draft” or “unapproved” if they have not yet been approved.
- The minutes are not a verbatim transcript. If someone wants more detailed notes, they are welcome to tape or otherwise record the meeting so long as doing so does not actively interfere with the meeting.
- The Clerk’s Office has provided training to staff on minute taking and has provided a City Minutes template for use in all board & commission meetings.

### IV. Oops, we goofed. What do we do now?

- Effect of noncompliance is that the action is null and void. A.R.S. § 38-431.05.
- The OML provides for a ratification process - if needed contact the City Clerk and City Attorney’s Office.
- OML Enforcement:
  - Court ordered compliance - including writ of mandamus
  - AG or County Attorney investigation
  - Lawsuit in Superior Court - subject to civil penalties & attorney’s fees
  - Removal from office (both under OML and TCC for cause)
  - No City payment for defense and/or for certain fines & penalties





# SECTION FIVE - PARLIAMENTARY LAW:

## Roberts Rules of Order & Riggins Rules

### Section Overview

Section Five was designed as an overview of Parliamentary Law. “Roberts Rules of Order” or the typical order of business used throughout the U.S., is summarized. “Riggins Rules of Conduct” identifies important meeting protocol specifically designed for contemporary Board and/or Commission members.



*Henry Martyn Robert*  
1837 - 1923

### Parliamentary Law

Designed to protect crucial rights of the individual, the minority, the majority and any member absent from a meeting.

#### Roberts Rules of Order

Henry Martyn Robert, Chief Engineer of the U.S. Army is best known for creating “Roberts Rules of Order” a code that took 30 years to complete and was published in 1876 (revised in 1893).

As a young military officer, Robert was asked to preside over a church meeting and realized that he did not know the proper rules of parliamentary procedure. This event left him determined never to attend another meeting until he knew something of parliamentary law.

*“Where there is no law, but every man does what is right in his own eyes, there is the least of liberty”.*

*- Henry Martin Robert (1837 - 1923)*

Robert was transferred to various parts of the United States during his military career, where he discovered virtual parliamentary mayhem. Meetings were conducted differently in different parts of the country due to differing ideas of what constituted correct procedure. To bring order out of chaos he decided to write Robert’s Rules of Order. In its tenth edition, Robert’s Rules is kept up to date with the growth of parliamentary procedure. Where there is no law, but every man does what is right in his own eyes, there is the least of liberty.

#### TYPICAL ORDER OF BUSINESS

1. Call to Order
2. Reading & Approval of the Minutes
3. Treasurer’s Report
4. Correspondence
5. Reports of Officers, Boards, and Standing Committees
6. Reports of Special Committees
7. Special Orders
8. Unfinished Business (also called Old Business)
9. New Business
10. Announcements
11. Program (if applicable)



Roberts Rules of Order is an extremely complicated list of parliamentary procedures for conducting meetings. The following Seven Key Elements provides a general overview of these rules.

1. Underlying principle is decision-making by majority vote.
2. Every member of the voting body has equal rights and privileges. (To propose motions, debate them, oppose them, try to persuade others to their point of view, nominate others for office, be nominated for office, and to vote on an issue before the body.)
3. Protection of minority rights. (To be heard, to protest, to try to convince others, to fully understand the issues being discussed and voted upon.)
4. Use of a simple and direct procedure.
5. Requirement to follow the correct order of motions.
6. Considering only one question at a time (preventing confusion by faithfully following a very specific order of motions).
7. Impartiality of the officers.

## Riggins Rules

The late Fred Riggins served as Chairman of the Phoenix, Arizona Planning Commission. Riggins' "Suggested Do's and Don'ts for the Conduct of Public Hearings and Department of members of Boards, Commissions, and Other Bodies" was written in 1967 from a Planning and Zoning Commission perspective. The following 39 "do's and don'ts were titled *Riggins Rules* to honor the author for his practical, down-to-earth approach to parliamentary procedure.

1. *Don't accept an appointment or nomination to a Board or Commission, or Council unless you expect to attend 99.9999 percent of the regular and special meetings, including inspection trips, briefings and public functions where your presence is expected.*

If your participation falls below 85 percent during any six-month period, you should tender your resignation. You aren't doing your job. You aren't keeping well enough informed to make intelligent decisions, and you're making other people do your work for you and assume your not inconsiderable responsibilities.

Your effectiveness and the regard given to your opinions by other members will be in direct relation to your attendance.

2. *Create a Good Impression of City Government.*  
Remember that this is the first contact that many people have with the administration of their city. For some, this is the most important matter in which they have ever been involved. Many will never be back again and many will never have another such contact or experience.  
Your performance will create, in their minds, the picture that they will always carry with them of "the way the city is run." Make it as pleasant and comforting a picture as possible.

3. *Be on Time.*  
If the hearing is scheduled at 7:30 p.m., the gavel should descend that exact hour, and the hearing should begin.



If you have to wait ten minutes for a quorum and there are 100 people in the room, the straggler has wasted two full working days of someone's time besides creating a very bad beginning for what is a very important occasion for most of those present.

4. *Dress Professionally.*

Many people in the audience think that you're an important person. Don't disappoint them by your appearance, conduct or attitude.

5. *Don't Mingle with Friends, Acquaintances, Applicants or Objectors in the Audience before the meeting or during a recess period,* if it can be politely avoided. You will invariably create the impression that there is something crooked going on, especially when you vote favorably on the case of the applicant with whom you were seen conversing. Save your socializing and fraternizing for some other time and place.

6. *Don't Discuss a Case privately and as a single member of a body with an applicant or objector prior to a filing or prior to the hearing.*

In the event that such contact is unavoidable, be very noncommittal. Don't be too free with advice, and explain that you're only one member of the body, that you've not had an opportunity to study the matter thoroughly, that you have not seen the staff recommendation, and that you've no way of knowing what opposition may develop or what will occur at the public hearing. *(Editor's note: Refer to page 41 of this manual for information regarding ex parte communication.)*

Even if a case (issue) looks pretty cut-and-dried to you, it's wise to be pessimistic about an applicant's chances of securing approval. If you give an applicant any encouragement/advice and they're denied, the applicant will hate you until your dying day. If you've been unable to avoid these "ex parte" contacts, you should put them on record at the hearing.

7. *Do Your Homework.*

Spend any amount of time necessary to become thoroughly familiar with each matter which is to come before you.

It is grossly unfair to the applicant and to the City for you to act on a matter with which you have no previous knowledge or with which you are only vaguely familiar. Additionally, as a result, you'll make some horrible and disturbing decisions.

8. *Don't Indicate by Word or Action How You Intend to Vote* during the portion of the hearing devoted to presentations by the applicant, presentations by any persons appearing in objection and comments by member of the staff.

During this period your body is the judge and the jury. It's no more appropriate for you to express an opinion as to the proper decision prior to hearing all of the testimony than it would be for a judge or jury member to announce their firm conviction in the middle of a court trial regarding the guilt or innocence of a defendant.

This is not clearly understood by a majority of persons sitting on public panels. It is not too difficult to phrase one's questions/comments in a manner that implies that you are seeking information rather than stating an irrefutable fact, and that your mind is closed to further argument.



9. *Don't Fail to Disqualify Yourself if either directly or indirectly* you have any financial interest in the outcome of the hearing, and let your conscience be your guide where it could be said that moral, ethical, political, or other considerations, such as personal animosity, would not permit you to make a fair and impartial decision.  
In disqualifying yourself, do not state your reasons inasmuch as the mere stating of your reasons can be construed as exerting undue influence on your fellow members.  
To avoid all accusations of undue influence, it's generally wise to leave the room and ask that the record show that you did so and that you did not indicate by word or action whether you were in favor of, or opposed to the matter under discussion.
10. *Rotate the Seating in some regular manner each successive meeting.*  
This will prevent the forming of little cliques.
11. *Be Polite and Impartial.*  
Be as helpful as possible to the nervous, the frightened and the uneducated. Be patient with the confused.
12. *Be Attentive.*  
Those appearing before you have probably spent hours preparing and rehearsing their arguments. The least you can do is listen and make them think that you are as interested as you should be. Refrain from talking to other members, passing notes and studying unrelated papers.
13. *Don't Interrupt a Presentation until the question period,* except for very short and necessary clarifying remarks or queries. Most applicants have arranged their remarks in logical sequence and the item about which you're concerned will probably be covered if you can force yourself to be quiet for a few minutes.
14. *Don't Permit More Than One Person* at the podium and microphone at any one time.
15. *Don't Permit a Person to Directly Question* or interrogate other persons in the audience. All questions should be addressed to the Chair and to the hearing body. Do not permit anyone to demand answers to all and sundry questions especially if it is obviously done for the purposes of harassment.
16. *Don't Use First Names* in addressing anyone during the course of the hearing. This includes audience, applicant, members of your particular body, even if the person concerned is your brother or your best friend. Nothing, repeat nothing creates a more unfavorable impression than this practice.  
It is poor hearing manners that destroys the formality of an occasion and causes people to think that some sort of "buddy-buddy deal" is about to be consummated.
17. *Show Great Respect for the Chair,* and always wait to be recognized. This will set an example for applicants and others wishing to be heard. It will contribute a great deal toward the orderliness of the proceedings.



18. *Don't be Too Critical* of attorneys who sometimes give unnecessarily lengthy presentations on behalf of their clients.

Avoid the strong temptation to make matters as difficult as possible for them. They're just trying to make a living and must convince their client that they are really earning the rather substantial fee which they feel their service merits.

19. *Don't Indulge in Personalities*, and don't permit anyone else to do so.

20. *Don't Try to Make the Applicant or Any Other Person* appearing before you look like a fool by the nature of your questions or remarks.

This is often a temptation, especially when it is apparent that someone is being slightly devious and less than forthright in his testimony. But don't do it. If you must "expose" someone, do it as gently and kindly as possible.

21. *Don't Become Involved in Altercations*.

Some persons come to hearings with the express purpose of causing trouble. If you answer their irrelevant ranting, you're immediately involved in a fight. Don't answer or try to defend yourself. You're there to hear testimony and make decisions based thereon, not to head up a debating society.

22. *Do Invite Interested Persons to Come Forward* where they can see when an applicant is discussing or talking from a diagram, site plan, or exhibit which is not visible to the audience.

23. *Do Not Permit People to speak from the audience*.

If it's important enough for them to speak at all, it's important enough for them to be recognized, come forward, give their name and address and say what they care to, if their remarks are pertinent.

24. *Do Not Permit People to leave the podium and microphone and approach closer to the hearing body* except in unusual circumstances, usually to show a small exhibit or to explain some detail.

This ordinarily breaks down into a small mumbling session at one end of the dais with one or two members of the hearing body; the others are uncertain about what is going on. The conversation usually does not get recorded, cannot be heard by the audience, and is almost impossible to control from the Chair.

25. *Don't Become Involved in Neighborhood Quarrels* or you'll wind up as a referee. Stick to the merits of the case and rule out-of-order testimony which is irrelevant, personal, hearsay and not pertinent to the matter being heard.

26. *Don't be Vindictive* and "punish" the applicant for some real or imagined affront to you or your panel on some previous occasion, perhaps bearing no relation to the present hearing.

It must be assumed that he/she is there legally, he/she has a right to be heard, and he/she has a right to fair and impartial hearing on the merits of his/her case without reference to something which he/she might or might not have done in the past or will perhaps do in the future.



27. *Don't Try to be a Hero.*

Be sympathetic, but objective. Don't get carried away with such a strong desire to help that you throw the rule book out the window. Ninety-nine times out of a hundred you will do them some questionable service at the expense of neighbors or the City and your kind-hearted action will come back to haunt you much sooner than anyone could have imagined. Stick to the rules.

28. *Don't Assume the Role of a fairy godmother* to those who have become involved in bad business deals or other self-imposed difficulties.

29. *Do Not Fail to Give a Reason* when making a motion for approval or denial of an applicant's request.

If you fail to do this, the applicant, any objectors, a reviewing body of higher authority or the courts may well assume that your decision was an arbitrary one not supported by the facts and should be reversed. Always mention the staff recommendation.

30. *Do Not Take Staff Recommendations Lightly.*

These recommendations are made after much study by professional people with years of experience in their field and are based on pertinent laws, ordinances, regulations, policies and practices developed by you and your predecessors. The recommendations of staff in possession of all of the factors will almost always produce a technically correct recommendation.

Your job is to temper this recommendation with information developed during the hearing which was not available to the staff. It is not unusual for staff to voluntarily reverse or change the details of its recommendation during the course of a hearing. Always announce the staff recommendation prior to hearing any testimony and always make appropriate mention of it in the final decision.

31. *Don't Forget that the Staff is There to Help.*

It's composed of very capable professional people with vast experience. Lean on them heavily. They can pull you out of many a bad spot if you give them a chance. Or they may just sit and let you stew, if you do not give them the respect which is their due.

Remember that their usual practice is to remain silent unless they're specifically asked to comment. Most of them consider it presumptuous and unprofessional to inject any unsolicited comments into the hearing. Always ask staff to comment prior to a final vote.

32. *Don't Try to Answer Technical Questions* even if you're sure that you know the answer. You probably don't and will wind up looking like a fool. Refer these matters to the staff. That is one of the things they are there for. They have intimate day-by-day working experience with all pertinent ordinances and can nearly always give a timely, up-to-the-minute professional dissertation on any subject in their field.

It reinforces an important image of competency, which is most helpful in assuring the public that their case has received more than a cursory glance and an arbitrary decision.

Lay members of a hearing body who "explain" ordinances to the audience usually wind up their less than accurate remarks with the pretty lame comment, "that's the way I understand it and if I am wrong, I would



appreciate it if the staff would correct me.” The staff usually does correct them and ordinarily at some length. Don’t try to show how smart you are. You’re not.

33. *Don’t Try to Ease Your Conscience and Toss the Applicant a Bone* by granting something less than what was asked for, something the applicant doesn’t want or can’t use.

In all cases where it is appropriate, give the applicant what they asked for or deny it. To do otherwise will only encourage applicants to ask for the “moon and the stars” in the hope that they’ll, at the worst, get the minimum requirements.

34. *Vote by Roll Call*, except for routine administrative matters. This is wonderful character training for each member of the body and emphasizes the “moment of truth” when he/she must look the applicant in the eye, make his own individual decision, and say “aye” or “nay” in a loud clear voice, all alone, with no one to hide behind.

The alternate voting method is difficult for the secretary to record, doesn’t mean anything on a tape recording, is many times quite confusing, and gives cowards an opportunity to change their minds and vote twice when they are caught in the minority.

35. *Don’t Show Any Displeasure or Elation*, by word or action, over the outcome of a vote. This is very bad hearing manners and won’t lead to the maintenance of a friendly co-operative spirit among members of a panel. It’ll lead to the creation of little cliques whose members vote in a block and become more interested in clobbering each other than in making fair and equitable decisions.

36. *Discourage any Post-Mortem Remarks* by the applicant, objectors, or members after the final vote and decision is announced.

37. *Do Not Hesitate to Continue a Case or Take it Under Advisement* if more information or greater deliberation is necessary. Don’t use administrative actions to avoid or delay making a decision before a hostile applicant or a audience.

38. *Sit Down and Have a Long Soul-Searching Session with Yourself* if you find that you are consistently “out in left field,” that no one seems inclined to second your profound motions, and that you’re quite often a minority of one.

You may be theoretically right (and probably are). But, give some thought to what is practical, possible and just. Don’t be “stiff-necked” in your opinions. Give a little.

39. *Don’t Select a Chairman on a Seniority Basis Alone* and don’t pass the office along from member to member as a reward and honor.

The nicest guy in the world, the hardest working, the most interested and your most valuable member can be indescribably horrible in the Chair. This is just one of those facts of life which is hard to explain, but, unfortunately, is all too true.

As occasion presents itself, give prospective chairmen a chance to head up a sub-committee, report on special projects, and otherwise prepare themselves and demonstrate their abilities and leadership under pressure.





# SECTION SIX - ACRONYMS

## Quick index & definitions

This section provides Boards & Commission members with a list of acronyms commonly used at the City of Tempe. This list includes short definitions and descriptions.

- AAA**      **Area Agency On Aging**  
*Part of a national network of organizations established under the 1971 Older Americans Act (OAA) to respond to the needs of older adults.*
- AAWL**     **Arizona Animal Welfare League**  
*The AAWL Mission is to provide excellent care, protection and loving compassion for the life of the animals entrusted to them and to take a leadership role in promoting humane values for the benefit of all animals and people.*
- ABC**      **Activity Based Costing**  
*Improves costing by tracing expenses (e.g. salaries, supplies, rent) to activities and tracing activities to business processes, products, services, customers, distribution channels, etc.*
- ACB**      **Arizona Clean & Beautiful (RE: Littering)**  
*Founded in 1985, is a non-profit, volunteer-driven organization dedicated to preserving, maintaining, and enhancing the beauty and environmental quality of Arizona through research, education and the Arizona Affiliate Network.*
- ACC**      **Arizona Corporation Commission**  
*Responsible for final decisions on granting or denying utility rate adjustments, enforcing transportation.*
- ACJC**     **Arizona Criminal Justice Commission**  
*A statutorily authorized entity mandated to carry out various coordinating, monitoring and reporting functions regarding the administration and management of criminal justice programs in Arizona. In accordance with statutory guidelines, the Commission is comprised of 19 members who represent various elements of the criminal justice system in Arizona.*
- ACLU**     **American Civil Liberties Union**  
*The mission of the ACLU is to [p]reserve First Amendment rights: Freedom of speech, association and assembly, freedom of the press, and freedom of religion supported by the strict separation of church and state.*
- ACOE**     **United States Army Corps of Engineers**  
*The Corps' mission is to provide engineering services to the United States, including: Planning, designing, building and operating dams and other civil engineering projects*





- ADA**      **Americans with Disabilities Act**  
*Federal law prohibiting discrimination in all employment practices, including job application procedures, hiring, firing, advancement, compensation, training, and other terms, conditions, and privileges of employment. It applies to recruitment, advertising, tenure, layoff, leave, fringe benefits, and all other employment-related activities.*
- ADC**      **Arizona Department of Commerce**  
*Mission: Through leadership and collaborative partnerships, the mission is to create vibrant communities and a globally competitive Arizona economy.*
- ADCC**      **Adult Day Care Center**  
*Adult day care is a planned program of activities designed to promote well-being through social and health related services.*
- ADEQ**      **Arizona Department of Environmental Quality**  
*Administers a variety of programs to improve the health and welfare of our citizens and ensure the quality of Arizona's air, land and water resources meets healthful, regulatory standards.*
- ADES**      **Arizona Department of Economic Security**  
*Promotes the safety, well-being, and self-sufficiency of children, adults, and families.*
- ADL**      **Anti Defamation League**  
*The mission of the Anti-Defamation League is to stop the defamation of the Jewish people, to secure justice and fair treatment to all citizens alike.*
- ADOT**      **Arizona Department of Transportation**  
*State departments of transportation; Regional transportation; Transportation planning; Strategic planning; Regional planning; Inter-modal transportation.*
- AFL/CIO**      **American Federation of Labor/Congress of Industrial Organizations**  
*The largest federation of North American labor unions; formed in 1955.*
- AG**      **Attorney General**  
*The chief law officer and legal counsel of the government of a state or nation.*
- AIL**      **Assistance for Independent Living**  
*Founded in 1882, supports the independence and dignity of seniors and physically challenged adults through programs of education and person assistance.*
- ALBA**      **Arizona Licensed Beverage Association**  
*Arizona Licensed Beverage Association (ALBA) is dedicated to representing the interests of Arizona's licensed beverage retailers.*
- AOL**      **America Online**  
*AOL is a Web portal that provides a variety of custom content on top of linking users to relevant information available on the Internet.*

- AP** **Associated Press**  
*The oldest and largest cooperative news agency in the U.S. and the largest in the world. Its beginnings trace to 1848, when six New York City newspapers pooled their efforts to finance a telegraphic relay of foreign news brought by ships to Boston.*
- APAC** **Apache Boulevard Project Area Committee**  
*1996, a request was made for volunteers to serve on a Project Area Committee. As a result, 23 representatives were selected to serve on the Apache Boulevard Project Area Committee (APAC). This group began meeting in September 1996. During the Autumn of 1996, they worked with city staff through a “visioning” process to create a list of factors which are important for improving the area.*
- APF** **Arizona Preservation Foundation**  
*The Arizona Preservation Foundation is Arizona’s only non-profit state wide historic preservation organization. Founded in 1979, the Foundation is dedicated to preserving Arizona’s historical, archaeological, architectural, and cultural resources.*
- APS** **Arizona Public Service**  
*One of Arizona’s largest power utility providers.*
- ARC** **Association of Retarded Citizens**  
*The mission of the Association for Retarded Citizens is to promote, for all people with mental retardation and other developmental disabilities, the opportunity to choose and realize their goals of where and how they learn, live, work and access leisure activities.*
- ARS** **Arizona Revised Statutes**  
*Listing of laws in the State of Arizona*
- ASA** **Arizona Software Association**  
*A group of software executives, entrepreneurs, and providers of professional services to the software industry.*
- ASLD** **Arizona State Land Department**  
*Manages State Trust lands and resources to enhance value and optimize economic return for the Trust beneficiaries. ASLD manages conservations programs for the well-being of the public and the State’s natural environment.*
- ASPA** **American Society for Public Administration**  
*The American Society for Public Administration (ASPA), established in 1939, is the largest and most prominent, professional association in the field of public administration.*
- ASU** **Arizona State University**  
*The Tempe campus comprises more than 700 acres and offers outstanding physical facilities to support the university’s educational programs. The campus is characterized by broad pedestrian malls laid out in an easy-to-follow grid plan, spacious lawns, and subtropical land scaping.*



- AWIMG** **Arizona Women in Municipal Government**  
*Strives to raise awareness about issues of concern to women, and it encourages women to seek public office in their communities. AWIMG was formed in 1974 to serve as a forum for communication and networking among women municipal officials and their colleagues.*
- AZBO** **Arizona Building Officials Association**  
*Represents the interests of the three Arizona ICC Chapters, promote professionalism and educate the public through the development, promotion and conduct of our educational institutes.*
- AZHCC** **Arizona Hispanic Chamber of Commerce**  
*Founded in 1948 and incorporated in 1976, the AZHCC promotes the success of Hispanic businesses by facilitating business relationships, development and knowledge.*
- BANs** **Bond Anticipation Notes**  
*Short term bond which will be paid off with the proceeds from a subsequent, larger bond issue.*
- BEA** **Bureau of Economic Analysis**  
*Provides time-series data on a variety of U.S. macroeconomic variables such as the Nation's out put and the income derived from its productions. BEA also prepares estimates of the Nation's stock of fixed assets and consumer durable goods.*
- BOA** **Board of Adjustment**  
*Reviews appeals of the Zoning Ordinance and Sign Ordinance. Appeals may be requested due to special exceptions in the ordinance, differences in interpretation, or requirements that create a hardship on a property owner. Reviews requests for uses that are conditionally permitted.*
- CAC** **Citizens Advisory Committee**  
*The Citizens Advisory Committee (CAC) is an advisory group that meets at project milestones during the concept phase of project development. These meetings allow members to discuss project alternatives and encourage participation in projects.*
- CAD** **Computer Aided Dispatch**  
*The CAD system allows dispatchers to create events in the computer as they are received from citizens calling the Communications Center as well as from deputies over the radio. When a call comes in on 9-1-1, the address and phone number of the caller are automatically entered into CAD.*
- CAFR** **Comprehensive Annual Financial Report**  
*The Controller's Office Accounting Department, in cooperation with other City Departments and outside auditors, prepares the Comprehensive Annual Financial Report (CAFR). The City's financial statements present two types of statements, each with a different snapshot of the City's finances, with focus on the City as a whole (government-wide) and the fund financial statements.*



- CAP**      **Central Arizona Project**  
*Central Arizona Project is designed to bring about 1.5 million acre-feet of Colorado River water per year to Pima, Pinal and Maricopa counties. CAP carries water from Lake Havasu near Parker to the southern boundary of the San Xavier Indian Reservation southwest of Tucson. It is a 336-mile long system of aqueducts, tunnels, pumping plants and pipelines and is the largest single resource of renewable water supplies in the state of Arizona*
- CASA**      **Center Against Sexual Abuse**  
*CASA provides quality prevention and treatment programs that reduce the impact of abuse and violence, particularly among women and children; and raise public awareness of abuse and violence while advocating for social change.*
- CASS**      **Central Arizona Shelter Services**  
*CASS was founded in 1984 in response to a need for an agency to operate an emergency shelter for the homeless in downtown Phoenix. It is the largest shelter and service center for homeless people in Arizona, serving 6,000 men, women, and children annually. CASS facilities operate 24 hours a day, 7 days a week.*
- CAWCD**      **Central Arizona Water Conservation District**  
*Arizona water authorities enacted legislation that created the multi-county Central Arizona Water Conservation District (CAWCD) on June 16, 1971 to repay \$1.2 million dollars of federally appropriated funds to begin the CAP (Central Arizona Project) construction.*
- CC&Rs**      **Covenants, Conditions and Restrictions**  
*The restrictions governing the use of real estate usually enforced by a home owners' association and passed on to the new owners of property. For example, CC&Rs may tell you how big your house can be, how you must landscape your yard or whether you can have pets.*
- CCR&R**      **Child Care Resource and Referral**  
*The Arizona Child Care Resource and Referral is a community service which matches parents seeking child care with child care resources. CCR&R also provides training and technical assistance to child care providers.*
- CDs**      **Construction Documents**  
*The main purpose of CDs is to verify that all the information about a building design is on the drawings and in the specifications so that the project can be bid for construction. Clarity and completeness is the key to avoid costly changes while in construction.*
- CDBG**      **Community Development Block Grant**  
*A flexible program that provides communities with resources to address a wide range of unique community development needs. The CDBG program provides annual grants on a formula basis to 1180 general units of local government and States.*



- CDC**      **Center for Disease Control**  
*The Center for Disease Control and Prevention (CDC) is one of the 13 major operating components of the Department of Health and Human Services (HHS) which is the principal agency in the United States government for protecting the health and safety of all Americans and for providing essential human services, especially for those people who are least able to help themselves.*
- CEO**      **Chief Executive Officer**  
*A chief executive officer or chief executive is the highest ranking corporate officer or executive officer of a corporation or agency. A corporation is any company that has been incorporated.*
- CFO**      **Chief Financial Officer**  
*The CFO is the corporate officer of a company primarily responsible for managing the financial risks of a business. The CFO is also responsible for financial planning and record-keeping and communicating financial performance and forecasts.*
- CFS**      **Cubic Feet Per Second**  
*A unit of measurement expressing rates of water flow or discharge. One cubic foot per second is equal to the discharge of a stream of rectangular cross section, one foot wide and one foot deep, flowing at an average velocity of one foot per second which equals approximately 450 gallons per minute.*
- CHAS**      **Comprehensive Housing Affordability Strategy**  
*The CHAS is a “special tabulation” issued from the U.S. Census Bureau and the U.S. Department of Housing and Urban Development (HUD). This data is used by local governments for housing planning as part of the Consolidated Planning process. HUD also uses some of this data in allocation formulas for distributing funds to local jurisdictions.*
- CIP**      **Capital Improvement Program**  
*The CIP guides the development of public facilities over a five year period. It shows the arrangement of projects in a sequential order based on a schedule of priorities and assigns an estimated cost and anticipated method of funding each project. The Capital Improvement Program provides the financial foundation necessary to implement the Comprehensive Plan and public facilities plans.*
- CIR**      **Community Information and Referral**  
*Community Information & Referral is the key source of integrated information that brings people and services together to meet vital needs in central and northern Arizona.*
- CIS**      **Communities in Schools**  
*CIS is anchor to the nation’s leading community-based organization helping young people stay in school and prepare for life. More than 2 million young people in 27 states and the District of Columbia have access to services through Communities in Schools. Communities in Schools, Tempe: 34 East 7th Street, Building A.*



- CLE**      **Continuing Legal Education**  
*The American Bar Association supports the concept of mandatory continuing legal education for all active lawyers and urges states that have not yet adopted such a program to seriously consider its adoption. The Standing Committee on Continuing Education of the Bar develops materials and guidelines and assistance to states in developing mandatory continuing education programs.*
- CLG**      **Certified Local Government Program**  
*Local governments strengthen their local historic preservation efforts by achieving Certified Local Government (CLG) status from the National Park Service (NPS). NPS and State governments, through their State Historic Preservation Offices (SHPOs), provide valuable technical assistance and small matching grants to hundreds of diverse communities whose local governments are endeavoring to keep for future generations what is significant from their community's past.*
- CLTT**      **Community Land Trust of Tempe**  
*The Community Land Trust of Tempe (CLTT) is a private nonprofit membership corporation created to acquire and hold land for the benefit of our community and provide secure affordable access to housing. CLTT attempts to meet the needs of residents least served by the prevailing market.*
- CNG**      **Compressed Natural Gas**  
*A substitute for gasoline (petrol) or diesel fuel. CNG is considered to be an environmentally "clean" alternative to those fuels. It is made by compressing methane extracted from natural gas. It is stored and distributed in hard containers, usually cylinders.*
- COE**      **Cooperative Opportunity Education**  
*Cooperative Education: Provides the opportunity for the student, educational institution, and a Federal department or agency to enhance a student's career through a combination of classroom studies and on-the-job training. Students can serve their nation while receiving experience for future employment opportunities.*
- COLA**      **Cost of Living Adjustment**  
*COLA. An annual adjustment in wages to offset a change (usually a loss) in purchasing power, as measured by the Consumer Price Index. The Consumer Price Index is used rather than the Producer Price Index because the purpose is to offset inflation as experienced by the consumer, not the producer.*
- COP**      **City of Phoenix**  
*Phoenix is Arizona's capitol and the fifth largest city in the United States, with almost 1.5 million residents and growing. The city takes up more than 500 square miles, geographically exceeding Los Angeles.*
- COT**      **City of Tempe**  
*Tempe is the most densely populated city in the state and serves as a crossroads for its largest communities due to its location. Tempe is bordered by Mesa to the east, Scottsdale to the north, Phoenix and Guadalupe to the west, and Chandler to the south.*



- CPM**      **Certified Public Manager**  
*The Certified Public Manager (CPM) Program is a widely-recognized training and development program for governmental managers and supervisors. The program's primary goal is to develop public sector managers who meet a prescribed set of professional standards. The study of management indicates that certain skills, attitudes, and behaviors characterize successful managers.*
- CPS**      **Child Protective Services**  
*Child Protective Services investigates reports of abuse and neglect of children. It also provides services to children and families in their own homes; places children in foster care; provides services to help youth in foster care make the transition to adulthood; and places children in adoptive homes.*
- CPTED**    **Crime Prevention Through Environmental Design**  
*A multi-disciplinary approach to deterring criminal behavior. CPTED strategies rely upon the ability to influence offender decisions that precede criminal acts. As of 2004, most implementations of CPTED occur solely within the built environment.*
- DBAC**    **Double Butte Advisory Committee**  
*DBAC provides recommendations to the City of Tempe on the renovation, expansion and maintenance of the Double Butte Cemetery, located on the southeast corner Broadway Road and 48th Street in Tempe. Established in 1897, Double Butte Cemetery serves as the final resting place for many of Tempe's pioneer families.*
- DEIS**    **Draft Environmental Impact Statement**  
*The Draft Environmental Impact Statement "(DEIS)" details the results of the detailed analysis of all project alternatives. The DEIS contains all information learned about the impacts of a project and alternatives.*
- DOJ**      **Department of Justice**  
*The world's largest law office and the central agency for enforcement of federal laws. The DOJ mission is to enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all*
- DRB**      **Design Review Board**  
*The Design Review Board is appointed by the City Council to provide advice on new development projects and most exterior changes to existing buildings. Applications are evaluated based on the General Plan and Zoning Ordinance design policies and criteria, with the goal of having new projects harmonize with the natural environment and surrounding area. The Board is advisory, with final permit decisions made by the Planning Division staff, Zoning Administrator, Planning Commission or City Council, depending on the complexity of the project.*



- EA Environmental Assessment**  
*A report that evaluates public health and safety concerns related to a construction project. Environmental assessments alert project officers to situations where a sole health component may not be effective and a free-standing project is required.*
- ED Economic Development**  
*Economic development is a sustainable increase in living standards that requires increased per capita income, better education and health as well as environmental protection. Public policy generally aims at continuous and sustained economic growth and expansion.*
- EEOC Equal Employment Opportunity Commission**  
*The federal agency responsible for handling complaints of workplace discrimination. The organization was created by the Civil Rights Act of 1964 to administer and enforce its prohibitions against discrimination in the workplace.*
- EIS Environmental Impact Statement**  
*A document required of federal agencies by the National Environmental Policy Act for major projects or legislative proposals significantly affecting the environment. A tool for decision making, it describes the positive and negative effects of the undertaking and cites alternative actions.*
- EMT Emergency Medical Technician**  
*EMTs and paramedics (EMTs with additional advanced training) perform pre-hospital medical procedures that require immediate medical attention. Emergency Medical Technicians provide on-site emergency treatment and transport the sick or injured to a medical facility.*
- EPA Environmental Protection Agency**  
*A federal agency created in 1970 to permit coordinated and effective governmental action, for protection of the environment by the systematic abatement and control of pollution, through integration of research monitoring, standard setting, and enforcement activities.*
- ERP Employee Relief Fund**  
*The Employee Relief Fund (in the City of Tempe) is administered internally and allows all employees to donate and to request assistance.*
- ESC Enhanced Services Commission**  
*The Rio Salado Enhanced Services Commission was formed to serve in an advisory capacity to the City of Tempe and the Rio Salado Community Facilities Board of Directors. Commission members provide advisement on all policy matters affecting the Community Facilities District's Annual Operations and Maintenance Budget.*
- ETEC Electric Transportation Engineering Corp**  
*Electric Transportation Engineering Corporation (ETEC) provides intelligent battery chargers for all electric GSE applications and related engineering services.*



- EVAC**      **East Valley Addiction Council**  
*Provides substance abuse treatment services such as detoxification. Care includes residential short-term treatment (30 days or less). Special language services include ASL or other assistance for hearing impaired, Arabic, Chinese, Creole, French, German, Hmong, Hopi, Korean, Lakota, Navajo, Polish, Portuguese, Russian, Spanish, Vietnamese, Yupik.*
- EVBA**      **East Valley Bar Association**  
*Serves the East Valley public and enhances the legal profession by promoting the competency, ethics and professionalism of its members and enhancing the administration of justice.*
- EVIT**      **East Valley Institute of Technology**  
*EVIT is a public school district serving students from ten East Valley school districts. Students spend half their day at EVIT earning elective credit in 35 occupation-specific programs, and the other half at their high school. All 10th, 11th and 12th grade students meeting class prerequisites can attend free of charge. EVIT also offers continuing education classes to adults.*
- EVTTL**      **East Valley Transitional Training and Living Center**  
*Offers services to people with disabilities who are at risk of being home less. Independent living skills training assists participants in preparing for living on their own.*
- FAA**      **Federal Aviation Administration**  
*The FAA is one of the two main agencies worldwide responsible for the certification of new aircraft. The other main agency is the European Aviation safety Agency.*
- FAQ**      **Frequently Asked Questions**  
*FAQ is an abbreviation for "Frequently Asked Question(s)". The term refers to listed questions and answers, all supposed to be frequently asked in some context, and pertaining to a particular topic.*
- FBI**      **Federal Bureau of Investigation**  
*A federal law enforcement agency that investigates alleged violations of federal criminal laws governing banking, gambling, white collar fraud, public corruption, civil rights, interstate transportation of stolen property, and elections. The FBI is part of the Justice Department.*
- FDA**      **Food and Drug Administration**  
*Agency of the US Department of Health and Human Services that administers federal laws regarding the purity of food, the safety and effectiveness of drugs and the safety of cosmetics.*
- FFGA**      **Full Funding Grant Agreement**  
*Limits the maximum federal funding for a project. The grantee would be responsible for any project increases that might occur after the agreement is signed, unless amended.*



**Federal Labor Standards Act**

*Limits the maximum federal funding for a project. The grantee would be responsible for any project increases that might occur after the agreement is signed, unless amended.*

**FOIA Freedom of Information Act**

*The Department of Justice is required under the Freedom of Information Act to disclose records requested in writing by any person. The FOIA applies only to federal agencies and does not create a right of access to records held by Congress, the courts, or by state or local government agencies. Each state has its own public access laws.*

**FOP Fraternal Order of Police**

*The Fraternal Order of Police is the world's largest organization of sworn law enforcement officers. FOP is committed to improving the working conditions of law enforcement officers.*

**FTA Federal Transit Administration**

*FTA administers federal funding to support a variety of locally planned, constructed, and operated public transportation systems throughout the U.S., including buses, subways, light rail, commuter rail, streetcars, monorail, passenger ferry boats, inclined railways, and people movers.*

**FTCA Federal Tort Claims Act**

*The Federal Tort Claims Act is a statute enacted by the United States Congress in 1946 which permits private parties to sue the United States in a federal court for most torts committed by persons acting on behalf of the U.S.*

**FTE Full time Equivalent**

*Used to designate employees who work at least 40 hours per week.*

**FY Fiscal Year**

*A 12-month period for which an organization plans the use of its funds.*

**GOB General Obligation Bond**

*A municipal bond secured by the taxing and borrowing power of the municipality issuing it.*

**GPCC Greater Phoenix Chamber of Commerce**

*GPCC supports the growth and development of business and the quality of life of the Phoenix Community. Members represent small and large businesses in Phoenix.*

**GPCBV Greater Phoenix Convention and Visitors Bureau**

*Provides extensive information on resorts, activities, shopping, and culture within the greater Phoenix area.*

**GPEC Greater Phoenix Economic Council**

*GPEC was created to attract quality businesses throughout the world to the greater Phoenix region.*



- GPLET**     **Government Property Lease Excise Tax**  
*GPLET program was established by the State of Arizona for businesses that lease parcels from the City rather than own them outright. All real property tax has been waived and replaced with an excise tax that is an established rate per square foot and based upon the type of use.*
- HOV**        **High Occupancy Vehicle**  
*An HOV is any vehicle with a driver and one or more (or sometimes two or more, or three or more) passengers. The term is used in transportation engineering and transportation planning. When an automobile is used as an HOV, it is often called a carpool, though the term HOV includes buses and vans.*
- HUD**        **Housing and Urban Development (US Department of)**  
*The United States Department of Housing and Urban Development, often abbreviated HUD, is a Cabinet department of the United States government. It was founded in 1965 to develop and execute policy on housing and cities. It has largely scaled back its urban development function and now focuses primarily on housing.*
- HURF**       **Highway User Revenue Funds**  
*Funding sources State and local governments dedicate, by law, certain revenues from highway user fees and other taxes to pay for highways.*
- IAFF**        **International Association of Fire Fighters**  
*IAFF is a labor union representing professional fire fighters in the United States and Canada. It was formed in 1918 and is affiliated with the AFL-CIO in the United States and the Canadian Labour Congress in Canada.*
- ICMA**       **International City/County Management Association**  
*ICMA is the professional and educational organization for chief appointed managers, administrators, and assistants in cities, town, counties, and regional entities throughout the world.*
- IDA**        **Industrial Development Authority**  
*The financial arm of a state or other political subdivision established for the purpose of financing economic development in an area, usually through loans to nonprofit organizations, which in turn provide facilities for manufacturing and other industrial operations.*
- IGA**        **Intergovernmental Agreement**  
*A written agreement between a Title I grantee and another governmental agency in the EMA; these agreements usually address the allocation of funds across agencies or jurisdictions.*
- ILJ**        **Institute for Law and Justice**  
*ILJ is a private, nonprofit corporation dedicated to consulting, research, evaluation, and training in criminal justice.*
- IMP**        **Integrated Master Plan**  
*An IMP is critical in managing complex projects or programs. The IMP identifies project criteria such as detailed tasks, activities, and milestones with dependencies so an accurate critical path and associated costs can be calculated.*



- INS**      **Immigration and Naturalization Service**  
*The U.S. Immigration and Naturalization Service was part of the U.S. Department of Justice and handled legal and illegal immigration and naturalization. Most of its functions were transferred to three new agencies within the Department of Homeland Security in March, 2003.*
- IQPC**      **International Quality and Productivity Center**  
*IQPC provides conferences, large scale events, topical seminars and in-house training programs for business executive around the world. Topics include industry trends, technological developments and global best practices.*
- IRS**      **Issue Review Session**  
*Members of the public may come forward and talk with the City Council during the “Call to the Audience” at the beginning of the IRS. Comments must relate to issues on the IRS agenda. Speakers may address Council just once during the Call to the Audience. The time limit is three minutes per speaker.*
- IS**      **Information Systems**  
*An information system is a technologically implemented medium for recording, storing, and disseminating linguistic expressions.*
- ISTEA**      **Intermodal Surface Transportation Efficiency Act**  
*ISTEA was signed into law by President Bush in December, 1991 to renew surface transportation programs throughout the U.S. The bill was designed to reduce congestion, rebuild the transportation infrastructure and help state and local governments address environmental issues.*
- IVR**      **Interactive Voice Response**  
*IVR is a computerized system that allows a person, typically a telephone caller, to select an option from a voice menu and otherwise interface with a computer system.*
- JAB**      **Judicial Advisory Board**  
*The Judicial Advisory Board evaluates the performance of appointed magistrates and advises the City Council regarding judicial retention. Members conduct public hearings to receive community feedback on judicial performance.*
- JGMWTP**      **Johnny G. Martinez Water Treatment Plant**  
*The Johnny G. Martinez facility treats the bulk of Tempe’s water because of its cost-effective system. It is the only treatment plant in the Valley that processes water through the use of gravity instead of using electricity.*
- KAET**      **Channel 8 – Public Television**  
*Eight/KAET began broadcasting from the campus of Arizona State University on January 30, 1961. KAET consistently ranks among the most-viewed public television stations per capita in the country.*
- KMGC**      **Ken McDonald Golf Course**  
*Ken McDonald Golf Course was built in 1974 and is one of the most active and reasonably priced 18-hole par 72 championship courses in the Valley. KMGC is located at 800 East Divot Drive in Tempe. The golf course entrance is behind the YMCA building on Rural Road.*



- LAB**      **Library Advisory Board**  
*Tempe Library Advisory Board is composed of nine members from the Tempe community. The board advises the library administration on policy, programs and services.*
- LLC**      **Limited Liability Corporation**  
*A business structure with corporation and partnership qualities. A LLC provides protection from personal liabilities like a corporation and the tax advantages of a partnership.*
- LRFP**     **Long-Range Financial Plan**
- LRT**      **Light Rail Transit**  
*Light rail or light rapid transit is a form of urban rail transit that typically uses less massive equipment and infrastructure than rapid transit systems, with modern light rail vehicles usually running along the system.*
- MAC**      **Municipal Arts Commission**  
*Tempe Municipal Arts Commission is an advisory board whose mission is to create an atmosphere in which the arts can flourish and to inspire Tempe residents to recognize the arts as essential to the whole life of the community.*
- MAG**      **Maricopa Association of Governments**  
*The Maricopa Association of Governments is a Council of Governments that serves as the regional agency for the metropolitan Phoenix area. MAG provides a regional forum for analysis, discussion and resolution of issues including areas of transportation, air quality, environment, regional development and social services.*
- MCBA**     **Maricopa Bar Association**  
*Founded in 1914, MCBA is the largest voluntary bar association in Arizona. The mission of MCBA is to create a supportive environment in which every attorney is offered tools and opportunities for professional growth.*
- MCSC**     **Maricopa County Sports Commission**  
*MCSC was established to develop Maricopa County as a premier national and international sports destination, to assist in promoting local events and teams, develop programs that positively affect the community's youth and provide residents with a wide variety of sports experiences.*
- MGD**      **Million Gallons Per Day**  
*Water use measurements are usually expressed in million of gallons of water used per day (Mgal/d). An average-sized bath holds 50 gallons, so a million gallons would be 20,000 baths.*
- MLK Day**   **Martin Luther King, Jr. Day**  
*A U.S. holiday honoring the Reverend Dr. Martin Luther King, Jr. MLK Day is observed on the third Monday of January each year around the time of King's birthday, January 15. After King's death in 1968, a bill was introduced in Congress to make King's birthday a national holiday, high lighting King's activism on behalf of trade unionists.*



- MOU**      **Memorandum of Understanding**  
*A memorandum of understanding is a legal document describing a bilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action, rather than a legal commitment.*
- MSN**      **Microsoft Network**  
*Microsoft Network is a collection of Internet services provided by Microsoft. MSN was released on August 24, 1995, to coincide with the release of Windows 95.*
- MUTCD**      **Manual/Uniform Traffic Control Devices**  
*MUTCD is issued by the Federal Highway Administration of the U.S. Department of Transportation specifying how traffic signs, road markings and signals are designed, installed, and used. Specifications include the shapes, colors, and fonts used in road markings and signs. In the U.S. all traffic control devices must generally conform to these standards.*
- NA**      **Neighborhood Association**  
*A voluntary organization of residents who work together to improve and maintain the quality of life in their neighborhood. Associations can form out of concern over a particular issue, or as a means of enhancing the “sense of community” in the neighborhood.*
- NAACP**      **National Association for the Advancement of Colored People**  
*The NAACP was formed in 1909 to ensure that black citizens have full political and civil rights.*
- NAC**      **Neighborhood Advisory Commission**  
*Considers a wide range of policies and programs affecting their neighborhoods, including traffic, parking, recreation, street improvements, liquor licenses, zoning, economic development, police protection, sanitation and trash collection. The commission’s intent is to ensure input from an advisory board that is made up of the residents of the neighborhoods that are directly affected by government action.*
- NAFTA**      **North American Free Trade Agreement**  
*NAFTA is a free trade agreement among Canada, the United States and Mexico. NAFTA went into effect on January 1, 1994.*
- NAHJ**      **National Association of Hispanic Journalists**  
*NAHJ is dedicated to the recognition and professional advancement of Hispanics in the news industry. Established in 1984, NAHJ created a national voice and unified vision for all Hispanic journals.*
- NAU**      **Northern Arizona University**  
*NAU is a doctoral-research intensive university with its main campus in Flagstaff, Arizona. NAU-Yuma shares a campus with Arizona Western College in Yuma, Arizona and NAU Distance Learning serves more than 6,000 students at 30 other sites throughout Arizona.*



- NCCJ**     **National Conference of Christians and Jews**  
*NCCJ is a human relations organization dedicated to fighting bias, bigotry and racism in America. Founded in 1927, NCCJ promotes understanding and respect among all races, religions and cultures through advocacy, conflict resolution and education.*
- NFL**     **National Football League**  
*The NFL is the largest professional American football league, consisting of 32 teams from American cities and regions.*
- NFPA**     **National Fire Protection Agency**  
*NFPA was established in 1896 as an independent, voluntary membership, nonprofit organization. Its mission is to reduce the worldwide burden of fire and other hazards on the quality of life by providing and advocating scientifically-based consensus codes and standards, research, training, and education.*
- NRPA**     **National Recreation & Parks Association**  
*The National Recreation and Park Association is governed by a 70-member Board of Trustees comprising citizens and professionals who represent the diverse interest areas and disciplines within the parks and recreation industry.*
- NTNA**     **North Tempe Neighborhood Association**  
*NTNA includes everyone north of the Salt River / Town Lake, inside the Tempe City limits, making up about one fifth of the land mass of Tempe.*
- OT**     **Overtime**  
*An employer who requires or permits an employee to work overtime is generally required to pay the employee premium pay for such overtime work.*
- PAAB**     **Planning Area Advisory Board**  
*The general mission of PAAB is to provide a forum for the county, cities, special districts, and other key agencies to work together cooperatively to help ensure the successful functioning of the operational area.*
- PAC**     **Political Action Committee**  
*A political action committee in the United States, is the name commonly given to a private group, regardless of size, organized to elect or defeat government officials in order to promote legislation, often supporting the group's special interests.*
- PAR**     **Personnel Action Request**  
*After a person is hired, the PAR form is used to make changes to an employee's personal information. The PAR is used for all information related to the employee's job.*
- PC**     **Personal Computer**  
*A microcomputer whose price, size, and capabilities make it suitable for personal use. The term was popularized by Apple Computer with Apple II in the late 1970's and early 1980's, and afterwards by IBM with the IBM Personal Computer.*



- PC**      **Professional Corporation**  
*A legal structure authorized by state law for a fairly narrow list of licensed professions, including lawyers, doctors, accountants, many types of higher-level health providers and often architects.*
- PIO**      **Public Information Officer**  
*Public relations experts that handle organizational functions such as media, community, consumer, industry, and governmental relations. The PIO must understand attitudes and concerns of community, consumer, employee, and public interest groups and establish and maintain cooperative relationships with them and with representatives from print and broadcast journalism.*
- PIPE**      **Piping Industry Progress and Education**  
*PIPE is a labor management cooperation committee formed to improve communications between labor and management. Their goal is to improve occupational safety and health and other working conditions within the plumbing and piping industry.*
- PPU**      **Period of Probable Usefulness**  
*An estimate of the useful life of capital assets. The estimate includes present condition, use of the asset, construction type, maintenance policy and how long it is expected to meet service and technology requirements.*
- PRWN**      **Phoenix Regional Wireless Network**  
*PRWN is a radio network that allows communication between emergency personnel in Phoenix and 17 surrounding cities and towns from Buckeye to Apache Junction and from Daisy Mountain to Ahwatukee. During critical incidents police officers, firefighters and other emergency personnel use the system to talk to one another and coordinate their response.*
- PSA**      **Public Service Announcement**  
*Public Service Announcements are a type of advertising, sponsored by either government agencies or other organizations, to promote causes and activities generally considered socially desirable.*
- RANs**      **Revenue Anticipation Notes**  
*A short-term debt security issued on the premise that future revenues will be sufficient to meet repayment obligations. RANs are generally used to generate immediate investment capital to begin a large project. These securities are repaid with future expected revenues from the completed project such as a turnpike toll or stadium ticket sales.*
- RARF**      **Regional Area Road Fund**  
*Maricopa County Transportation Excise Tax revenues are deposited into the RARF account which is administered by the Arizona Department of Transportation. The revenues in the RARF account are the principal source of funding for the Regional Freeway system in Maricopa County.*



- RASPPC** **Regional Aviation System Plan Policy Committee**  
*RASPPC consists of representatives from the cities, towns, the Indian Communities in the region, the state, and federal government (including military). The purpose of the committee is to provide a more formal process for obtaining input on the MAG Regional Aviation System Plan Update and other aviation issues of importance to the region and to broaden the number of stakeholders that participate on the committee.*
- RFP** **Request for Proposal**  
*When a government issues a new contract or grant programs, it sends out an RFP to agencies that it believes may be qualified to participate. An RFP lists project specifications and application procedures.*
- RFQ** **Request for Qualifications**  
*RFQ is the document issued by the owner prior to the RFP (Request for Proposal) that typically describes the project in enough detail to let potential vendors determine if they wish to compete; and forms the basis for requesting qualifications.*
- RSAC** **Rio Salado Advisory Commission**  
*RSAC serves as an advisory panel to the Tempe City Council, other boards and commissions and city staff in matters pertaining to the Rio Salado or other projects as directed by the City Council. The commission also supports and assists in educating the public about the Rio Salado and other activities.*
- SBA** **State Bar of Arizona**  
*The State Bar of Arizona serves the public and enhances the legal profession by promoting the competency, ethics and professionalism of its members and enhancing the administration of justice.*
- SCC** **Scottsdale Community College**  
*SCC, in Scottsdale, Arizona is a two-year college located on the eastern boundary of the City of Scottsdale and is part of the Maricopa County Community College District.*
- SCENE** **Southwest Center for Education in the Natural Environment**  
*SCENE was founded to promote learning about our environment through scientific discovery. Their mission is to provide Arizona citizens with a scientific basis for making informed decisions about the environment.*
- SEIU** **Service Employees International Union**  
*SEIU is a labor union representing 1.8 million workers in about 100 occupations in the United States and Canada. The main divisions are health care, public services (government employees) and property services (including janitors and security officers).*
- SIR** **Self-Insured Retention**  
*A potential loss assumed by an organization that is not insured. The SIR differs from a deductible because the insured performs all the functions normally undertaken by an insurance company for losses within the SIR, including claims adjusting and audits, funding and paying claims, and complying with applicable state and federal laws and regulations.*
- SR** **State Route**



*A state highway in the United States is a numbered highway primarily administered and financed by a state government. These are generally a mixture of primary and secondary roads, although some freeways double as state highways.*

**SROG**     **Sub-Regional Operating Group (RE: Water)**

*An agreement established in 1979 between the cities of Glendale, Mesa, Phoenix, Scottsdale, and Tempe pertaining to liability ownership and operation of the 91st Avenue Wastewater Treatment Plant. This multi-city agreement encourages compliance with federal requirements.*

**SRP**     **Salt River Project**

*SRP, based in Phoenix, was established in 1903 as the nation's first multipurpose reclamation project authorized under the National Reclamation Act. SRP is the nation's third-largest public power utility and one of Arizona's largest water suppliers, providing power to customers throughout a 2,900-square-mile service territory in central Arizona.*

**SWAT**     **Special Weapons and Tactics**

*A specialized unit in many United States police departments, trained to perform dangerous operations such as high-risk arrest warrants, hostage rescue, preventing terrorist attacks, and engaging heavily-armed criminals.*



# New Board and Commission Members . . .

## What Did You Learn?

### **DIRECTIONS:**

After reading the entire *Boards & Commissions Guide*, complete the following Post-Assessment.

### **MATCHING:**

Pair letters A through Z to the 20 statements below.

- |                              |                              |
|------------------------------|------------------------------|
| A. City Council              | O. Eight                     |
| B. Mayor                     | P. Vice Mayor                |
| C. City Manager              | Q. City Court                |
| D. Assistance City Manager   | R. Internal Audit Department |
| E. City Judge                | S. Community Services        |
| F. Legislature               | T. Appointed                 |
| G. Staff Liaison             | U. Vale of Tempe             |
| H. Board & Commission member | V. Community Relations       |
| I. City Clerk                | W. Diversity Office          |
| J. Territorial Normal School | X. City Attorney             |
| K. Landlocked                | Y. Financial Services        |
| L. Two                       | Z. Robert's Rules of Order   |
| M. Four                      |                              |
| N. Six                       |                              |

1. \_\_\_\_\_ Responsible for the civil and criminal divisions of the court.
2. \_\_\_\_\_ Responsible for the establishment of bylaws and meeting procedures.
3. \_\_\_\_\_ Directs, organizes and supervises the administration of the judicial and internal administrative function of the Municipal Court.
4. \_\_\_\_\_ Department located in the City of Tempe responsible for managing internal and external communication, government relations, neighborhood services, Mayor and Council support.
5. \_\_\_\_\_ Number of years a council candidate must be a resident of the city prior to the election.
6. \_\_\_\_\_ Elected representatives of the citizens of Tempe that exercise authority for all matters relating to the City of Tempe.
7. City Council consists of \_\_\_\_\_ members.
8. \_\_\_\_\_ Elected among the City Council members who acts as Mayor during the absence or disability of the Mayor.
9. \_\_\_\_\_ Appointed by the Mayor and City Council to serve as the chief legal advisor.
10. \_\_\_\_\_ Term used to describe filling out its borders.

11. \_\_\_\_\_ Responsible for facilitating a fair and equitable work environment for city employees.
12. \_\_\_\_\_ First institution responsible for training Arizona school teachers.
13. \_\_\_\_\_ City position responsible for giving public notice of council meetings.
14. \_\_\_\_\_ Chief Administrative office of the City of Tempe.
15. \_\_\_\_\_ Responsible for the library, recreational activities, social services and cultural facilities.
16. \_\_\_\_\_ Responsible for providing independent assessments of the city's internal control structure.
17. \_\_\_\_\_ Responsible for the financial viability and functioning of the city.
18. \_\_\_\_\_ Term of office (years) for the Mayor and City Council.
19. \_\_\_\_\_ Code that took thirty years to complete that outlines the typical order of business in Parliamentary law.
20. \_\_\_\_\_ City Council's presiding officer.

**MULTIPLE CHOICE:**

*Circle the correct statement (a through f) that completes each sentence.*

**21. The Charter Form of government within the City of Tempe requires:**

- a. Citizens of Tempe elect City Council members, who then elect the mayor.
- b. Citizens of Tempe elect both the Mayor and City Council members.
- c. Eight Council members be elected by qualified electors of the city.
- d. Citizen involvement in Boards and Commissions.
- e. b and d above

**22. "Public bodies" are defined as:**

- a. Legislature, Boards and Commissions, political subdivisions, multi member governing bodies of departments, agencies, institutions and instrumentalities of the state or political subdivisions.
- b. Political caucuses of the legislature.
- c. Staff meetings within departments of the City of Tempe
- d. All of the above
- e. None of the above

**23. The role of a member of a Board and/or Commission includes:**

- a. Being an advisor to the Mayor and Council.
- b. Making recommendations to the City Council based on research.
- c. Using personal expertise and experience.
- d. All of the above
- e. None of the above

**24. Each City Staff Liaison assigned to each Board and Commission is responsible for:**

- a. Establishing and maintaining a positive working relationship with members.
- b. Establishing bylaws and meeting procedures.
- c. Working on the Board and/or Commission.
- d. a and b above
- e. All of the above

- 25. Ethics within city government means:**
- a. Knowing a clear-cut difference between what is right and wrong.
  - b. Being fair, honest, trust worthy in every situation.
  - c. Being downright upright with customers, community, regulators and each other.
  - d. A commitment to do what is right even when no one is looking.
  - e. All of the above
  - f. b, c, d only
- 26. The Entertainment Gift Ban policy states:**
- a. A public officer or employee shall not use or attempt to use his/her position to secure any valuable thing.
  - b. During the period of public service and for two years after, a public officer or employee shall not disclose or use any confidential information.
  - c. Any public official or employee who has a substantial interest in any contract, sale, purchase or service.
  - d. A public officer or employee shall not represent another person for compensation before a public agency by which the officer or employee as employed within the preceding twelve months.
  - e. None of the above
- 27. Unacceptable behaviors related to sexual harassment include:**
- a. Enlisting sexual conduct in order to get promoted.
  - b. Unwanted advances or propositions including bodily contact and verbal remarks.
  - c. Suggestive or demeaning photographs, posters, cartoons and even graffiti.
  - d. All of the above
  - e. a and b only
- 28. If violations of Arizona Open Meeting Law have been determined, the consequence is:**
- a. A fine of up to \$500 per violation against any person found in violation.
  - b. Violators may have to pay attorney's fees.
  - c. The action that the Board and/or Commission will be considered null and void.
  - d. All of the above
  - e. a and c only
- 29. Riggins Rules of conduct include the following:**
- a. Setting a good impression of city government with citizens and other members of the community.
  - b. Discuss a case privately with an applicant or objector when cornered.
  - c. Attend at least 85% of the Board or Commission meeting during any six-month period.
  - d. Indicate how you intend to vote prior during the presentation portion of a hearing.
  - e. a and c only
- 30. The Conflict of Interest policy includes all but the following:**
- a. You cannot receive compensation for a service that you perform as part of your public service.
  - b. You are required to file a signed paper, which fully discloses if you have remote interest in something that conflicts with your service.
  - c. You are required to file a signed paper, which fully discloses if you have substantial interest in something that conflicts with your service.
  - d. You cannot vote for or participate in any manner as a public officer for a contract if your spouse or relative is involved in the contract, sale or purchase.