



MUNICIPAL OFFICE COMPLEX
8401 W. MONROE STREET
PEORIA, AZ 85345

**CITY COUNCIL SUBCOMMITTEE ON
POLICY & APPOINTMENTS
NOTICE & AGENDA
Tuesday, February 14, 2012
5:00 PM
PINE CONFERENCE ROOM**

CITY COUNCIL SUBCOMMITTEE
ON POLICY & APPOINTMENTS:

Chairperson

Dave Pearson, Councilmember
Ironwood District

Members

Ron Aames, Councilmember
Palo Verde District

Carlo Leone, Councilmember
Pine District

Staff Liaison

Wanda Nelson, City Clerk

Liaison City Attorney's Office

Steve Kemp, City Attorney

**Accommodations for
Individuals with Disabilities.**
*Alternative format materials,
sign language interpretation,
assistive listening devices or
interpretation in languages other
than English are available upon
72 hours advance notice
through the Office of the City
Clerk, 8401 West Monroe
Street, Room 150, Peoria,
Arizona 85345 (623)773-7340,
TDD (623)773-7221, or FAX
(623) 773-7304. To the extent
possible, additional reasonable
accommodations will be made
available within the time
constraints of the request.*

CONVENE:

PLEDGE:

FINAL CALL TO SUBMIT SPEAKER REQUEST FORMS:

CONSENT AGENDA

CONSENT AGENDA: All items listed with "C" are considered to be routine or have been previously reviewed by the City Council, on Policy and Appointments and will be enacted by one motion. There will be no separate discussion of these items unless a Councilmember so requests; in which event the item will be removed from the General Order of Business, and considered in its normal sequence on the Agenda.

CONSENT – New Business:

1C Minutes

Discussion and possible action to approve the January 10, 2012 and January 24, 2012 meeting minutes of the City Council Subcommittee on Policy and Appointments.

REGULAR AGENDA

**2R Code of Ethics for Elected Officials and/or
Citizen Advisory Committees**

Discussion and possible action to recommend the adoption of a Code of Ethics for members of the Peoria City Council and Citizen Advisory Committees.

3R Board and Commission Appointment Process

Discussion and possible action regarding the appointment process related to qualifications and filling Board and Commission vacancies.

4R Boards and Commissions Vacancies

Discussion and possible action to appoint, reappoint, recruit, or schedule interviews for various City Boards and Commissions including, but not limited to the Board of Adjustment, Citizens Commission on Salaries for Elected City Officials, Library Board, Municipal Development Authority, Parks and Recreation Board, Public Safety Personnel Retirement System Board - Fire, Public Safety Personnel Retirement System Board - Police, and Youth Advisory Board. Discussions may include attendance, conflict of interests and other issues that may impact membership to Boards and Commissions.

5R Future Agenda Topics and Next Meeting Date

Discussion of future agenda items (if any) for City Council Subcommittee on Policy and Appointments.

NOTE: Per Council Policy 1-10, no policy item will come forward unless submitted on the *Subcommittee Agenda Item Request Form*.

CALL TO THE PUBLIC: (NON-AGENDA ITEMS)

If you wish to address the City Council Subcommittee on Policy and Appointments, please complete a Speaker Request Form and return it to staff before the call to order for this meeting. The City Council Subcommittee on Policy and Appointments is not authorized by state law to discuss or take action on any issue raised by public comment until a later meeting.

Reports from Staff:

ADJOURNMENT

NOTES:

Documentation (if any) for items listed on the Agenda is available for public inspection, a minimum of 24 hours prior to the City Council Subcommittee Meeting, at any time during regular business hours in the Office of the City Clerk, 8401 W. Monroe Street, Room 150, Peoria, AZ 85345.

PUBLIC NOTICE:

In addition to the Subcommittee members noted above, one or more members of the Peoria City Council may be present to observe the City Council Subcommittee meeting as noticed on this agenda.

**CITY OF PEORIA, ARIZONA
IRONWOOD CONFERENCE ROOM
January 10, 2012**

A **Regular Meeting** of the **Policy & Appointments Subcommittee** of the City of Peoria, Arizona, was convened by Chairperson Dave Pearson in an open and public session at 8401 W. Monroe Street, Peoria, Arizona on January, 2012 at 5:04 p.m.

Members Present: Councilmember Dave Pearson, Councilmember Carlo Leone, and Councilmember Ron Aames.

Members Absent: None.

Other Municipal Officials Present: Carl Swenson, City Manager; Wanda Nelson, City Clerk; Natalie Gilstrap, City Clerk Specialist; Steve Kemp, City Attorney; and Terri Smith, Council Assistant.

Audience: Approximately four City staff.

Note: The order in which the items appear in the minutes is not necessarily the order in which they were discussed at the meeting.

Consent Agenda

A motion was made by Councilmember Aames, seconded by Councilmember Leone to approve the consent agenda. Upon vote, the motion carried unanimously 3 to 0.

Minutes:

1C Minutes

Approved the minutes of the December 13, 2011 Policy and Appointments Subcommittee Meeting.

REGULAR AGENDA

Unfinished Business:

2R Annual Board and Commission Recognition Event

Ms. Nelson reviewed the matrix of survey results from board and commission members regarding their preference for the type of recognition event. Based on majority interest in a dinner theater event and a movie event, staff prepared and shared estimates for the cost for each event.

Subcommittee members commented on their preference that there is a form of distinct recognition of board and commission members at the event. Staff will proceed with event plans to accomplish this.

Consensus of the subcommittee was that staff would proceed with details and logistics of a 2012 recognition event to be held at Arizona Broadway Theater.

3R Board and Commission Appointment Process

Ms. Nelson reviewed a revised online, fillable application for boards and commissions vacancies. Discussion took place about the statement of voter registration requirement and the statement regarding optional resume attachment.

Discussion took place about the Peoria residency requirement. The subcommittee asked that since some boards/commissions do not require residency how the Peoria voter registration requirement could be upheld. Mr. Kemp reported that some boards/commissions are codified to consider non-residents. Staff will report back with a listing of which boards or commissions consider candidates that are non-residents.

With advisement from Mr. Kemp, the subcommittee asked staff to modify the online application with the requirement changing from a registered Peoria voter to a registered Arizona voter. The revised application will be e-mailed for review to subcommittee members, and, once the modification is made, the fillable application will be available to the public on the website.

4R City Council Ethics Policy

Mr. Kemp reviewed the *Rules of Procedure for City Council Ethics Proceedings* as well as the *Ethics Matter Process Chart*. Subcommittee members were advised that, if adopted, the process chart could be included as part of the City Council policy.

Mr. Kemp reported that the City Council could consider the adoption of a code of ethical standards as a separate matter. The code of standards would clarify what would be considered ethical behavior, whereas the *Rules of Procedure for City Council Ethics Proceedings* convey the process when a complaint is filed regarding compliance with those standards.

Mr. Swenson commented that he is glad that a clear process is in the process of being implemented. His recommendation was to bring the *Rules of Procedure for City Council Ethics Proceedings* to the full Council at the first opportunity, and follow later with development of a code of ethical standards.

Vice Mayor Aames moved to recommend the revised *Rules of Procedure for City Council Ethics Proceedings* to the full Council at a future Study Session. Councilmember Leone seconded, and upon vote the motion carried 3 to 0.

5R Charter Amendments

Mr. Kemp reviewed language for seven of the fourteen proposed City Charter Amendments that have been proposed to come before voters on the 2012 ballot.

The proposed Vice Mayor Charter Amendment, as recommended by the subcommittee, would have the city council appoint a mayor from among their members, in the event of a vacancy. If more than 740 days remain in the term for mayor, a special election will be called for the next available election date. If less than 740 days remain in the term for mayor, the council-appointed mayor will serve out the term.

The proposed Rotation of Vice Mayor Amendment is forwarded by the subcommittee with no specific recommendation as to the method of determination with which district the rotation begins.

The proposed Term Limits for Councilmember Amendment, as recommended by the subcommittee, begins with the council that is seated in 2014.

The proposed Appointment of City Clerk Amendment, as recommended by the subcommittee, would have an effective date of 2013. This would task the City Council with the annual evaluation of the City Clerk.

The proposed charter amendment related to Council Staff was withdrawn by Councilmember Leone.

The proposed Charter Amendment on Percent for the Arts, as recommended by the subcommittee, states that any increase or decrease to the percentage levied must be approved by voters, and that the Percentage for the Arts levy be removed from water and waste water Capital Improvement Projects.

The subcommittee recommends the proposed Charter Amendment for the Approval of qualified electors for adoption of local option on imposing sales tax on wastewater collection services.

The balance of proposed Charter Amendments will be discussed at a future meeting.

6R Boards and Commissions Vacancies

A staff report outlined members of five boards / commissions with expired terms, each of which was eligible and interested in reappointment.

The consensus of the subcommittee was to recommend these members for reappointment.

Information and material related to other vacancies will be reviewed by the subcommittee, and discussed at a future meeting.

NEW BUSINESS:

7R Future Agenda Topics and Next Meeting Date

Consensus of the subcommittee was to schedule another meeting in January in order to review time-sensitive topics related to vacancies and proposed charter amendments.

Reports from Staff: None

CALL TO THE PUBLIC: No members of the public came forward at this time.

ADJOURNMENT:

There being no further business to come before the Subcommittee, the meeting was duly adjourned at approximately 7:20 p.m.

Dave Pearson, Chairperson

Terri Smith, Council Assistant

**CITY OF PEORIA, ARIZONA
PINE CONFERENCE ROOM
January 24, 2012**

A **Regular Meeting** of the **Policy & Appointments Subcommittee** of the City of Peoria, Arizona, was convened by Chairperson Dave Pearson in an open and public session at 8401 W. Monroe Street, Peoria, Arizona on January 24, 2012 at 5:08 p.m.

Members Present: Councilmember Dave Pearson, Councilmember Carlo Leone, and Councilmember Ron Aames.

Members Absent: None.

Other Municipal Officials Present: Carl Swenson, City Manager; Wanda Nelson, City Clerk; Natalie Gilstrap, City Clerk Specialist; Steve Kemp, City Attorney; and Terri Smith, Council Assistant.

Audience: Approximately two City staff.

Note: The order in which the items appear in the minutes is not necessarily the order in which they were discussed at the meeting.

REGULAR AGENDA

Unfinished Business:

1R Charter Amendments

Mr. Kemp reviewed the text revision to the Rotation of Vice Mayor Charter amendment that was discussed at the previous meeting. As applied to Option A and to Option B, a freshman councilor would not be eligible to serve as vice mayor in the first year of their first term.

The proposed amendment to the City Charter on Redistricting, brought forward by Mayor Barrett, and as recommended by the subcommittee, would create a seven-member citizen committee to consider new district boundaries. Each elected official would recommend three residents for consideration.

The second proposed charter amendment on Redistricting, as recommended by the subcommittee, charges the council with the decision on criteria for redistricting.

The proposed amendment of Policy Making, as recommended by the subcommittee, is a new article which addresses the province of elected officials in policy and legislative function.

The proposed amendment on Interference in Administrative Service, as recommended by the subcommittee, clarifies that is it permissible for council to express their views to the city manager regarding appointment or removal of an employee .

The proposed charter amendment related to Placement of Agenda Items, as recommended by the subcommittee, modifies the number of members necessary to call a special meeting from three to two, and identifies that the Mayor act upon such a written request without undue delay.

The proposed ordinance limiting the power of council to enact ordinances requiring more than a majority, as recommended by the subcommittee, shall not require more than a majority of the members of the Council to amend, repeal, or suspend the provisions of ordinance.

Councilmember Leone moved to recommend the charter amendments, as revised by the subcommittee, to the council at a future study session, after the subcommittee reviews final text of revisions submitted by Mr. Kemp via e-mail. Vice Mayor Aames seconded, and upon vote the motion carried 3 to 0.

2R Boards and Commissions Vacancies

William Bercu and Cecil Daniels were recommended to fill vacancies on the Board of Adjustment. Vice Mayor Aames moved to recommend the appointments; Councilmember Leone seconded, and upon vote the motion carried 3 – 0.

Matthew Lewandowski was recommended to fill a vacancy on Citizens' Commission on Salaries. Councilmember Leone moved to recommend the appointments; Vice Mayor Aames seconded, and upon vote the motion carried 3 – 0.

The consensus of the subcommittee was that each of the members would divide up vacancies and contact applicants for the Library Board, the Municipal Development Authority, Parks and Recreation Board, and Public Safety Retirement Board. Members will report back at the next meeting as to the interest expressed by applicants to serve on a board or commission.

NEW BUSINESS:

7R Future Agenda Topics and Next Meeting Date

Ms. Nelson will confer with Chairman Pearson to schedule pending topics to come before the subcommittee.

Reports from Staff: None

CALL TO THE PUBLIC: No members of the public came forward at this time.

ADJOURNMENT:

There being no further business to come before the Subcommittee, the meeting was duly adjourned at approximately 6:14 p.m.

Dave Pearson, Chairperson

Terri Smith, Council Assistant

DRAFT

**MAYOR AND COUNCIL
SUBCOMMITTEE AGENDA ITEM
REQUEST FORM**

DATE: 12/24/2011

TO: Carl Swenson, City Manager

FROM: Dave Pearson

SUBJECT: Code of Ethics for Elected Officials and Citizen Advisory Committees

1. Provide a description of the agenda item.

Create and discuss a draft ethics code covering elected officials and citizen advisory committees/boards.

2. Explain the policy issue related to the agenda item.

The Subcommittee on Policy and Appointments is currently considering policy and procedures governing a council ethics committee. The subcommittee should also consider a policy and/or handbook regarding Ethics Conduct for elected officials and citizen advisory committees/boards. I suggest we look at existing ethics codes in Mesa and Phoenix as starting points. I request that staff present the subcommittee with a draft ethics code for discussion.

City Manager's Office Use:

Date of receipt: 24 Dec 2011

Policy issue: Yes No If denied, explain _____

Subcommittee assignment: Policy and Appointments

Transferred to subcommittee staff liaison on: 1-5-12

Subcommittee agenda date:

Subcommittee action:

- No further action
- Study session referral
- Regular agenda Action
- City Manager Action

Tracking # 42

**STAFF - COUNCIL SUBCOMMITTEE
COMMUNICATION**

DATE: February 6, 2012
TO: Carl Swenson, City Manager
FROM: Susan Thorpe, Deputy City Manager 
SUBJECT: Follow-up Discussion - Council Code of Ethics

Background:

As a result of previous discussion by the Subcommittee on Policy and Appointments, staff is bringing forward a draft Code of Ethics for elected officials for discussion and possible action to recommend to the full Council.

Staff has conducted research regarding codes of ethics for elected officials in the Valley and around the country. Selected examples that represent best practices are included as exhibits to this report, as well as an article that provides an overview of the value and relevance of adopting a code of ethics for elected officials.

Codes of Ethics for the following organizations were reviewed, and are available to the Subcommittee should you want to see them.

City of Charlotte, NC
Pierce County, WA
City of Baltimore, MD
Town of Wendell, NC
City of Mesa, AZ
City of Palm Bay, FL

City of Mountain View, CA
City of Sunnyvale, CA
City of Oakland, CA
City of Santa Clara, CA
City of Glendale, AZ
City of Scottsdale, AZ

The City of Mesa, AZ and City of Sunnyvale, CA were selected as the best examples for Subcommittee and Council consideration, and are provided as exhibits to this report.

Previous Actions:

During the December 13, 2011 meeting of the Subcommittee on Policy and Appointments, the City Manager and Deputy City Manager introduced the idea of a Code of Ethics that could be developed and adopted by and for the City Council. Subcommittee members expressed interest in receiving additional information about a Code of Ethics for elected officials.

Tracking # _____

**STAFF - COUNCIL SUBCOMMITTEE
COMMUNICATION**

Options:

- A. Select one of the examples provided, and recommend moving forward to the full Council.

- B. Amend/modify one of the examples provided, and recommend moving forward to the full Council.

- C. Ask staff to continue research to provide additional examples for consideration at a future subcommittee meeting.

- D. Determine not to move forward with a Code of Ethics for elected officials.

Staff's Recommendation:

It is staff's recommendation that the Subcommittee members review the examples and provide input to staff regarding the contents and format for a proposed Code of Ethics for elected officials (and board and commission members), if desired.

It is also recommended that the City of Peoria Values statement be included in any Code of Ethics for elected officials.

If the Subcommittee choose to move forward, staff will develop a document for Subcommittee review and recommendation to move forward to the full Council in a future Study Session.

Fiscal Analysis:

There is no fiscal impact identified.

Exhibit(s):

- 1. The Role of Values in Public Service Ethics
- 2. Code of Ethics - City of Mesa, AZ
- 3. Code of Ethics – City of Sunnyvale, CA
- 4. Code of Ethics Employee Handbook – City of Peoria, AZ

Contact Name and Number: Susan Thorpe, 623-773-7318

City Manager's Office Use:

Date of receipt: Follow up to Tracking # 41 and # 42

Policy issue: Yes ___ No ___ If denied, explain _____

Tracking # _____

**STAFF - COUNCIL SUBCOMMITTEE
COMMUNICATION**

Subcommittee assignment:

Transferred to Subcommittee Staff Liaison on:

Subcommittee agenda date:

Subcommittee Action:

No further action

Study session referral

Regular agenda referral

City Manager referral

Tracking # _____

The Role of Values in Public Service Ethics

Excerpted from The Institute for Local Government (ILG) – Promoting Good Government at the Local Level –
www.ca-ilg.org

“It takes 20 years to build a reputation and five minutes to ruin it.”

--Warren Buffett

What is “Ethics”?

Ethics is what one ought to do - the kinds of behaviors that would make the world a better place, especially if everyone engaged in them.

The key question is: how does the conscientious public servant sort through competing considerations and determine “the right thing to do?” When it comes serving the public, how does one put one’s values into practice?

There are a number of sources of guidance. One, of course, is the law. Most states have a complex array of laws relating to ethics in public service. But laws are only minimum standards. Laws define what one must (or must not) do, not what one ought to do.

However, ethics laws only constitute *minimum* standards for officials’ conduct. The law is a floor for conduct, not a ceiling. Just because a particular course of action is legal does not mean it is ethical. What tools are available to help elected officials and agency staff set their sights higher than the minimum requirements of the law? How can leaders promote ethics not only in their own behaviors, but throughout the organization?

Elected officials can ensure ethical conduct by doing three things:

1. Be clear on what ethics means in public service as it applies to one’s own behaviors, including how to resolve the inevitable ethical dilemmas that may arise.
2. Promote a culture of ethics within the organization.
3. Have a thoughtful strategy for dealing with ethics issues when they arise.

Walking the Ethics Talk: Strategies for Success

Ethics is particularly important in public service. The public’s trust and confidence in its leaders and institutions are vital to success in public service. It’s definitely not an “extra” for those in leadership positions.

Power of the Collective: Elected officials and agency staff make decisions about what can and cannot happen in the community. They also spend scarce taxpayer dollars. Because their actions affect many people, it is especially critical that those actions serve the best interests of the community, as opposed to narrower personal or political interests.

Stewards of Public Trust: Public trust and confidence is vital to public agencies’ ability to address the pressing issues and needs of the day. Elected officials and agency staff are stewards of that trust and confidence. This means that perceptions as well as reality matter. Part of protecting that public trust and confidence is avoiding not only actual improprieties, but also perceptions of improprieties.

The key question is: how does the conscientious elected official sort through competing considerations and determine “the right thing to do?” When it comes serving the public, how does one put one’s values into practice?

“The Right Thing to Do” — Values

There are a number of sources of guidance. One, of course, is the law. But laws are only minimum standards. The laws define what one must (or must not) do, not what one ought to do.

To determine what one ought to do, go to the root of the matter and think in terms of values. The chart above identifies key ethical values that tend to resonate with nearly everyone--irrespective of culture, religion or national origin.

What do these values mean in the context of public service? The following table of values statements provides some food for thought.

Research by the Institute for Global Ethics identifies ethical values that transcend virtually all cultures and religions. Among them are:

- Trustworthiness
- Fairness
- Responsibility
- Respect
- Loyalty
- Compassion

The concept of “integrity” might be understood as endeavoring to honor all these values, in all facets of one’s life, and on a consistent and ongoing basis.

The Importance of Public Perception

The interesting — and somewhat unique — aspect of public service ethics is that it is not exclusively an introspective process. A public official or employee can be absolutely confident that he or she is able to put personal interests or relationships aside, but the public may still question whether indeed that is so.

Public perception, therefore, matters a great deal in one’s analysis of what the “right thing to do” is in public service. This is because those who make decisions on the public’s behalf are stewards of the public’s trust in their governing institutions.

The key goal is for all members of the public to be assured that personal interests played no role in a public servant’s decision. This does not mean, however, that ethics means yielding to popular prejudices or passions. One of the responsibilities of public service is to do what’s best for the community, even when it may be politically unpopular to do so. The key is to always act on one’s best judgment on what serves the community’s interests — not one’s personal, professional or political interests.

Promoting a Culture of Ethics

Human nature being what it is, it can be difficult to prevent all lapses of judgment. There are, however, some strategies organizations can pursue to minimize them. It all boils down to promoting a culture of ethics in a community and within an organization.

Lead by Example

A key element of fostering an ethical culture is the behavior and attitudes of the organization's leadership. It's about "the tone at the top." The commitment of an agency's leaders to consistently demonstrate high standards of honesty, respect, transparency and trustworthiness is key to infusing those standards in the organization's day-to-day operations, including the behaviors of staff.

One way to do this is to consistently practice civility in one's relations. Civility is closely linked to the ethical value of respect. Thoughtful people can reasonably disagree about the best way to solve difficult problems. Disagreement is not a bad thing in itself. It can be a healthy element of the decision-making process and keeping the organization from making missteps.

The issue is how disagreement is expressed. The crucial part of civil discourse is to keep the focus on the merits of a given proposal. Another way of putting it is to criticize ideas, not the person advancing the idea.

For more ideas and information about civility in public discourse, visit www.ca-ilg.org/civility.

Adopt a Values-Based Code of Ethics

Another strategy in fostering an ethical culture is to adopt a code of ethics. A values-based code of ethics identifies the values that are important and how they apply to the organization's efforts. A values-based code is a list of "do's," whereas a rule-based code tends to be more of a list of "don'ts."

Typical values to include in a code include trustworthiness, respect, responsibility and fairness. Simply adopting such a set of principles is not enough, however. The values need to be integrated and highlighted at every opportunity for such a statement to truly play a role in fostering a culture of ethics.

For example, is the statement posted on the agency's website? This is part of making a public commitment to live by those values and walk the talk.

The Institute for Local Government has published a process-oriented guide on adopting a values-based ethics code. The guide is available online in electronic form without charge at www.ca-ilg.org/ethicscodes.

In fact, the "ethics codes" section of the Institute's website offers a number of resources on the topic, including sample codes adopted by other public agencies. Note, however, that these examples are offered as a starting point to craft a values-based code for one's own organization. Simply adopting another agency's code is not likely to affect or inform behaviors.

What to Do When You Suspect an Ethics Problem: Confronting Problematic Behavior

Confronting problematic behavior involves potential personal costs. This conversation will be delicate inasmuch as there is a very real risk of damaging one's relationship with the misbehaving

individual. A good approach is to have a trusted colleague have a private heart-to-heart early on about the potential consequences of continuing on a particular course of conduct.

These consequences typically have political, legal, and media dimensions. By encouraging the public official to address the problem, the agency's leadership is trying to spare both the misbehavior and the agency the embarrassment that would occur should the situation persist.

It may also be useful to encourage the individual to consult with his or her own legal counsel about the potential penalties and expenses associated with further inaction. Financial consequences may motivate change. There also is the risk that judges or juries may be inclined to make an example of a public official because of their station in the community—and to rebut any inference of lenient treatment.

There also seems to be a tendency to assume that “no one will find out” about ethical or legal lapses. With all of the transparency requirements that apply to elected officials and agency staff (in addition to the likelihood that there will be detractors in the community watching for missteps), it is very likely that problematic behavior will be found out. In spite of this, it is important to understand individuals' capacity for self-delusion when it comes to ethics issues. A key goal of this conversation is to overcome any state of denial or self-delusion the public official may be in.

People are capable of intentionally disregarding facts and other information because such information contradicts the way they want things to be (instead of being realistic about the way things are). Psychologists and others call this “willful ignorance.”

In addition, the agency may want to get the public official to commit to a specific and immediate course of remedial action. Consult with the agency attorney's office to determine whether and how to put this commitment in writing. Let the public official know what the agency will have to do if he or she does not take the promised steps—and then promptly follow up.

Conclusion: Everyone Is Responsible for Ethics

The hard truth is that individuals with leadership roles are not only held accountable for their own conduct, but for the conduct of the organization and those within it. Leaders need to be able to answer the following time-honored questions:

- What did you know?
- When did you know it?
- What did you do about it?
- What could you have done to prevent it?

Vince Lombardi once observed that “[i]ndividual commitment to a group effort [is]...what makes a team work, a company work, a society work, a civilization work.” The challenge for any organization's leaders is to have strategies to inform, inspire, and encourage individuals to act ethically and also to hold them accountable when they do not.

Appendix A: Public Service Values

Appendix A

Public Service Values

How do core ethical values translate into action in public service? Here are examples of what values mean in practice.

Trustworthiness

- I remember that my role is first and foremost to serve the community.
- I am truthful with my colleagues, the public and others.
- I avoid any actions that would cause the public to question whether my decisions are based on personal interests instead of the public's interests.
- I do not accept gifts or other special considerations because of my public position.
- I do not knowingly use false, inaccurate or biased information to support my position.
- I do not use my public position for personal gain.
- I carefully consider any promise I make and then keep it.

Fairness

- I make decisions based on the merits of the issues.
- I honor the law's and the public's expectation that agency policies will be applied consistently.
- I support the public's right to know and promote meaningful public involvement.
- I support merit-based processes for the award of public employment and public contracts.
- I am impartial and do not favor those who either have helped me or are in a position to do so.
- I promote equality and treat all people equitably.
- I excuse myself from participating in matters when my or my family's financial interests may be affected by my agency's actions.
- I credit others' contributions in moving our community's interests forward.
- I maintain consistent standards, but am sensitive to the need for compromise, creativity and improving existing paradigms.

Responsibility

- I work to improve the quality of life in the community and promote the best interests of the public.
- I promote the efficient use of agency resources.
- I do not use agency resources for personal or political benefit.
- I represent the official positions of the agency to the best of my ability when authorized to do so.
- I explicitly state that my personal opinions do not represent the agency's position and do not allow the inference that they do.
- I take responsibility for my own actions, even when it is uncomfortable to do so.

- I do not use information that I acquire in my public capacity for personal advantage.
- I do not promise that which I have reason to believe is unrealistic.
- I disclose suspected instances of impropriety to the appropriate authorities, but I never make false charges or charges for political or professional advantage.
- I do not disclose confidential information without proper legal authorization.
- I am proactive and innovative when setting goals and considering policies.
- I consider the broader regional and statewide implications of the agency's decisions and issues.
- I promote intelligent innovation to move forward the agency's policies and services.

Respect

- I treat everyone with courtesy and respect, even when we disagree.
- I focus on the merits in discussions, not personality traits or other issues that might distract me from focusing on what is best for the community.
- I gain value from diverse opinions and build consensus.
- I follow through on commitments, keep others informed, and provide timely responses.
- I am approachable and open-minded, and I convey this to others.
- I listen carefully and ask questions that add value to discussions.
- I involve all appropriate stakeholders in meetings affecting agency decisions.
- I come to meetings and I come to them prepared.
- I work to improve the quality of life in my community.

Compassion

- I realize that some people are sometimes intimidated by the public process and try to make their interactions as stress-free as possible.
- I convey the agency's care for and commitment to its community members.
- I am attuned to, and care about, the needs and concerns of the public, officials, and staff.
- I recognize a responsibility to society's less fortunate.
- I consider appropriate exceptions to policies when there are unintended consequences or undue burdens.

Loyalty

- I safeguard confidential information.
- I avoid employment, contracts and other financial, political and personal interests that can conflict with my public duties.
- I prioritize competing issues based on objective benefits and burdens to the public interest, not to myself, my family, friends or business associates.
- I don't oppose final decisions once they have been made by the decision makers, except through internal lines of communication.
- I put loyalty to the public's interests above personal, professional and political loyalties.

City of Mesa
Ethics Handbook for Elected Officials
& Advisory Board Members

Members of the

Ad Hoc Committee on Ethics

Dennis Kavanaugh

Chairman of the Ethics Committee
Former Mesa City Councilmember, District 3

Dan Brock

Member, Mesa Planning and Zoning Board

Bernard Butts

Member, Crime Prevention Advisory Board

Mike Hughes

Member, Governing Board, Mesa Unified School District

Marianne Jennings

Director, Lincoln Center for Applied Ethics

Wanda L. Kay

Member, Parks and Recreation Board

Rabbi Bonnie Koppell

Temple Beth Shalom

Joanie Newth

Former Mesa City Councilmember

Marty Whalen

Member, City Municipal Development Corporation
and Planning and Zoning Board

Approved by Mesa City Council: Resolution No. 7313, dated January 19, 1999

Approved by Mesa voters: Primary Election, March 14, 2000

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I. City of Mesa Ethics Policy

IT IS THE POLICY of the City of Mesa to uphold, promote, and demand the highest standards of ethics from all of its officials, whether elected to City Council or appointed to advisory boards. Accordingly, all members of City boards, commissions, committees and the City Council (“elected officials and advisory board members”) shall maintain the utmost standards of personal integrity, truthfulness, honesty and fairness in carrying out their public duties, avoid any improprieties in their roles as public servants, comply with all applicable laws, and never use their City position or powers improperly or for personal gain.

The City of Mesa and its elected officials and advisory board members all share a commitment to ethical conduct in service to their community. This Code of Ethics has been created to ensure that all elected and appointed officials and advisory board members have clear guidance for carrying out their responsibilities.¹

1 Note: Examples are used in certain portions of this Code and Handbook to illustrate the meaning of the text. Examples are intended to describe some situations of ethical or unethical conduct under this Code. The examples are not intended to be, and shall not be interpreted to be, the sole situation to which the text applies.

II. Applicable Laws and Policies

A. General Character

Elected officials and advisory board members are often called upon to make decisions that affect various groups and individuals adversely. Balancing diverse constituent interests is a difficult task. While someone will always be disappointed in decisions, officials shall adhere to ethical standards that eliminate disappointment borne of dishonesty, conflicts of interest, unfairness or illegality. Preservation of public trust is critical for the preservation of democracy.

A certain amount of detail is required in any code of ethics so that it serves as a clear guide. However, at the core of ethical behavior are some basic standards that officials shall use to reach a level of conduct that strives to be beyond reproach. Treating others as you would have them treat you is always a good ethical test. Another standard is to reflect on how your actions or decisions might be viewed by persons you or the public holds in high regard because of their ethical integrity.

1. Honesty and Integrity.

Honesty and integrity shall be the primary values in all issues. The public trust in the City Council and citizen boards can be a reality only when public officials are truthful.

2. Fairness and Respect.

All issues and citizens shall be handled with fairness, impartiality and respect. Elected officials and advisory board members have an obligation to treat all citizens fairly, such as by dividing time reasonably among potential speakers on an issue at a public hearing or meeting. In reviewing, discussing and deciding issues, City Councilmembers and citizen advisory board members have an obligation to be accessible, open and direct, not only with the other members of the Council or board, but also to the citizens and business representatives who appear before them. The public is entitled to communicate with their public servants and understand the position of the Council and boards on public issues.

3. Effort.

Elected officials and advisory board members have an obligation to attend meetings and to be prepared. It is expected that these officials will review the materials, participate in discussions and make an informed decision on the merits of the issue.

B. Conflict of Interest

Elected officials and advisory board members must be constantly on guard against conflicts of interest. In short, elected officials and advisory board members shall not be involved in any activity which conflicts with their responsibilities to the City and its residents. The people of Mesa have a right to expect independence and fairness toward all groups without favoring individuals or personal interests.

1. Self-Dealing and Financial Disclosure

Arizona conflict-of-interest laws apply to all elected officials and advisory board members, who must be consistently aware of any potential issues which may appear to be self-dealing. Officials must not be involved in discussing or deciding any issue over which they have jurisdiction as a Council or board member which may impact the member, or the member's family, financially.

It should also be noted that Councilmembers must comply annually with the Financial Disclosure Act, as outlined in A.R.S. §§ 38-541-545.

2. Disclosure of and Policy on Acceptance of Gifts and Favors

Arizona law prohibits elected officials and advisory board members from receiving anything of value or any compensation other than their normal salary for any service rendered in connection with that person's duties with the City. A.R.S. § 38-505(A).

Elected officials and advisory board members must consider ethical principles before accepting personal gifts of entertainment and sports/athletic activities. Within two business days of receipt of the following gifts or favors in Mesa, or within two business days of returning to Mesa after receipt of a gift of favor while traveling outside of Mesa, elected officials and advisory board members shall disclose in writing to the City Clerk all gifts, benefits, or favors received from people with a financial interest in business before the City, or which may come before the City, that:

- relate to professional or collegiate sports, athletic, or entertainment activities or tickets, or
- have a face value of \$50 or more, amount subject to periodic review.

Under no circumstances shall a council or board member accept a gift or favor that is a bribe, or reflects, to a reasonable person, an effort to improperly influence the member contrary to that member's responsibility to the public to act impartially and on the merits of a matter.

When in doubt about these requirements, elected officials and advisory board members shall disclose the gift, benefit or favor. All disclosures will be kept for public record in the City Clerk's Office.

In summary, you can follow this checklist:

- Does the gift or favor come from someone with business before the city or which may come before the city?
- And does the gift or favor exceed \$50 dollars in value, or consist of the type of sports or entertainment tickets described above?
- And did you accept the gift or favor for yourself or another?

If you answer “yes” to all these questions, then the gift or favor has to be reported to the City Clerk.

If you answer “no” to any of these questions, then the gift or favor does not have to be reported to the City Clerk unless it represents a bribe or other improper influence as described above.

Gifts having a value greater than \$50 that are donated to the city or a bona fide charity also do not need to be reported.

This section does not apply to gifts exceeding \$50 in value and intended for the City rather than as a personal gift to a Councilmember or board member. These items are City of Mesa property. Elected officials and advisory board members who receive a gift on behalf of the City exceeding \$50 in value shall promptly turn the gift over to the City Manager for public display or other appropriate handling.

3. Loyalty

Elected officials and advisory board members have an obligation to put the interests of the City of Mesa over all personal considerations. Their goal should be “what is in the best interest for the broadest public good of the City of Mesa, consistent with constitutional and other legal protections for minority, property, and other interests.”

4. Nepotism

As provided in the City Charter and Personnel Rules, no relative of a sitting Councilmember may be hired by the City, and no relative of a sitting advisory board member may be hired in the City department for which that advisory board member provides guidance.

C. Legal Compliance

1. Meetings

Public Access: Open Meetings and Public Records

Discussion of issues which may appear before the Council or citizen board shall be prohibited when a situation arises where a quorum of the Council or board exists. Numerous Arizona and City laws require that meetings of public bodies be open to the public and that public records be available for inspection. Open Meeting Laws are found in A.R.S. §§ 38-431 through 431.09 and in the City Charter Section 209A, and Public Records Laws are found in A.R.S. §§ 39-121 through 121.03.

2. Attendance

Attendance is outlined by the City Charter and City ordinances.

a. Mayor and City Council

The City Charter provides that five councilmembers may discipline another councilmember if he or she misses three (3) consecutive and duly noticed meetings of the City Council without good cause. Duly noticed meetings of the City Council include regular council meetings, special council meetings, study sessions, policy sessions, executive sessions, budget review meetings, and council committee meetings to which a councilmember is assigned.

Through this Ethics Code, the City Council finds that personal illness, family emergencies, military absences, family weddings, family graduation exercises, and bona fide business and vacation trips constitute good cause for nonattendance at council meetings. Whether good cause exists for any other absence shall be determined by vote of the entire City Council upon request of any councilmember made within ten (10) business days following the absence. The vote shall be taken after sufficient information is received explaining the reason for the councilmember's absence.

b. Boards, Commissions and Committees

The City's attendance policy for members of boards, commissions and committees provides that, if a member fails to attend three (3) consecutive and duly noticed meetings of such groups without being excused for good cause, the City Council may declare the seat vacant and appoint a replacement.

Members of City boards, commissions and committees are expected to attend all regularly scheduled meetings and should make every effort to do so. The City Council appoints members for their experience, background and perspective in a particular policy area, and desires the benefit of knowledgeable consideration and judgment. Moreover, boards, commissions and committees cannot conduct any business unless a quorum is present. Members should notify the chairperson of the board or the staff liaison regarding any meeting missed or to be missed.

The advisory board, commission, or committee shall decide by vote of the entire body, upon request made by any member of the body with ten (10) business days following the absence, whether the absence was for good cause or not. Advisory boards, commissions, and committees shall use the same standard for good cause as set forth above for councilmembers.

3. Disclosure of Confidential Information

Arizona law provides that, during a person's employment or service with the City and for two years thereafter, no member of a City board, commission, committee or the City Council may disclose or use confidential information without appropriate authorization. The information is outlined A.R.S. § 38-504(B). For example, confidential information includes discussions during executive sessions and certain economic development information such as prospect leads.

4. Discrimination and Harassment

Public decision-making must be fair and impartial and shall not be discriminatory on the basis of those protected classes, such as racial and religious groups, outlined in federal, state, and city laws and ordinances.

It is the policy of the City of Mesa that its elected officials and advisory board members conduct business and operate in a manner that is free from illegal discrimination on the basis of age, sex, color, race, disability, national origin, or religious persuasion, both internally and in the relationships of the elected officials and advisory board members with their constituencies.

In addition, it is the policy of the City of Mesa that the elected officials and advisory board members strive to create an operating environment internally and in the relationships of the elected officials and advisory board members with their constituencies, that is productive and free from intimidation, hostility or other adversity. Harassment of any sort – verbal, physical, visual – including intentional and unwarranted actions that would constitute sexual harassment were they to occur in an employment relationship, by any elected official or advisory board member, is prohibited and is considered a violation of this Code of Ethics.

D. Political Activities

Elected officials and advisory board members shall not use their political or appointed office to advance private interests. The prohibited activities are outlined in City Charter sections 902 (a) 4 through 6. Section 205a prohibits the Mayor and Councilmember from holding other offices. Board members are also governed by the resign-to-run regulation (Ordinance 3353), which requires the board member to resign from the City board when they seek any elective public office.

Elected officials, advisory board members and candidates shall not engage in political campaigning at City meetings or within city buildings. They shall also not use public resources for political campaigning. For example, candidates or supporters of candidates shall refrain from circulating petitions during a City meeting and refrain from soliciting City employees to support their specific cause. Council and board members are free to express their opinions about the public issues on the agenda before them, but they must not make campaign speeches at council or board meetings touting their, or another's, candidacy. nor may they urge residents to vote for them or another, through words, signs, buttons or other means, during duly noticed meetings of the City Council or its citizen advisory boards.

As provided in the City Charter, City Councilmembers shall not seek or accept a campaign contribution or an election endorsement from a City employee or association of City employees. City employees are free to sign candidate nomination petitions, but they cannot endorse or contribute money to a candidate for the Mesa City Council.

E. Facilities, Resources, and Expenses

1. Expense Reports and Travel

When traveling on City business, elected officials and advisory board members shall conduct themselves professionally as representatives of the City of Mesa. Travel guidelines for officials are outlined in the City's Management Policy 201. Officials are entitled to be reimbursed for actual and necessary expenses during travel. Expenses must be documented completely and accurately. Officials are asked to contact the appropriate City staff for assistance in travel plans and expense reports.

2. Use of Equipment and Facilities

Elected officials and advisory board members shall not use City equipment or City facilities for private purposes, except to the extent that they are available to the public. A.R.S. §13-1802.

a. Software Management.

Elected officials and advisory board members shall not make, use, accept or install illegal copies of computer software, documentation, or templates. The City conducts periodic audits to ensure compliance with City policies on software installed on City-owned computers.

The legality of software is ideally established by possession or accountability of the following five items: the original software diskettes, the license, the original manuals, documented evidence of purchase, or copy of the completed product registration.

b. Electronic Mail.

City-assigned electronic mail accounts shall be used only for City business or for minor personal use such as setting up medical appointments or communicating occasionally with one's family in a way that does not interfere with City business. City-assigned electronic mail accounts may not be used for personal business or for any campaign purpose.

All City-assigned electronic mail is considered official City business and must be retained in accordance with the City's records management program. In general, electronic mail communications are public records and subject to disclosure under the public records law in A.R.S. § 39-101 et. seq.

3. Use of Staff

Under the council-manager form of government, the City Council appoints a City Manager, who directs the day-to-day operations of all employees. Councilmembers need to be sensitive to the role of the City Manager and City staff.

Councilmembers shall work through the City Manager or the City Manager's staff. Councilmembers may ask other staff members about the status of a matter and may ask for information, but Councilmembers shall not expressly or implicitly give orders or direction to staff, except through their participation on the City Council. They shall not try privately to influence the decisions or recommendations of staff members, but they may share information with staff. Council and board members shall not intervene directly with staff on behalf of a particular constituent or organization on a pending matter, but shall participate with council or board colleagues in discussing and deciding policy matters for staff to carry out.

Appointed board members shall work through the staff liaisons of their board.

III: Procedures

A. Where to Seek Advice

Questions about this Code, a conflict of interest, or other ethical problems should be presented to the City Attorney's Office (480-644-2343). If time permits, requests should be in writing to the City Attorney directly. Requests related to conflicts of interest, A.R.S. §38-507 must be kept

confidential. However, official opinions of the City Attorney are required by this law to become a public record.

B. What to Do if You Are Uncertain

The existence of an ethical issue often does not arise until a meeting is underway. Rather than risk an inadvertent violation of law, the safest course of action is simply to declare that a conflict may exist that prevents an elected official or advisory board member from participating. Indeed, if there is a consistent theme to this handbook, it would be: "If in doubt, don't."

C. How to Declare a Possible Conflict

If an official believes that a conflict of interest (or even a possible conflict) exists, then he or she should disclose the fact as soon as possible. For example, as soon as an elected official or advisory board member realizes that a conflict exists on a given matter, they must disclose the conflicting interest on the record for the minutes. From that point on, the official shall not participate in any manner (by discussing, questioning or voting) in that matter.

Declaring a conflict and not participating should be recognized as a necessary part of preserving public trust and should not be avoided simply because of delays or inconvenience. Indeed, officials should declare possible conflicts to avoid any appearance of impropriety.

D. Where to Report Improper Behavior

Elected officials and advisory board members have a duty to create the image and reality of a responsive, accessible, and fair city government. Accordingly, council and advisory board members have a duty to report if another elected official or advisory board member is violating laws or ethics relating to city government, as set forth in this code and handbook. Moreover, officials shall never attempt to use their authority or influence for the purpose of intimidating, threatening, coercing, commanding or influencing any person with the intent of interfering with that person's duty to disclose such improper activity.

If an official believes that someone else may have violated this Handbook, they may consult with the City Attorney's Office, the City Clerk, or their colleagues.

IV: Penalties and Sanctions

It is the intent of the City Council to educate, and where necessary, discipline board or councilmembers who violate this Code and Handbook. Discipline shall be progressive, from the least punitive to the most punitive measures, unless the Council believes progressive discipline does not provide the appropriate sanction because of the gravity of the offense, or because the Council does not believe the sanction would deter future misconduct. In all instances, the totality of the circumstances shall be taken into consideration in resolving a matter, including the intent of the one accused of wrongdoing. This Code does not prevent informal resolution of minor infractions, such as by immediate corrective action of the possible misconduct.²

2 After the City Council adopted this Ethics Code and Handbook on Jan. 19, 1999, Mesa voters approved Proposition 102 during the March 14, 2000 Primary Election. Among other things, Proposition 102 amended the Mesa City Charter to make violations of this Ethics Code and Handbook grounds for five Councilmembers to issue a letter of warning, monetary penalty, reprimand, censure, suspend, or order the forfeiture of office for any Councilmember or Citizen Advisory Board Member who violates this Code and Handbook.

V: Adoption and Amendment

Adoption of and amendments to this Ethics Code and Handbook shall require the affirmative vote of at least a two-third's majority of the full City Council — that is, five (5) votes. Adoption and amendment shall occur through passage of a resolution by the City Council.

CODE OF ETHICS
for members of Sunnyvale City Council, Boards and Commissions
Adopted by the Sunnyvale City Council

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Preamble

The citizens and businesses of Sunnyvale are entitled to have fair, ethical and accountable local government which has earned the public's full confidence for integrity. In keeping with the City of Sunnyvale Commitment to Excellence, the effective functioning of democratic government therefore requires that: public officials, both elected and appointed, comply with both the letter and spirit of the laws and policies affecting the operations of government; public officials be independent, impartial and fair in their judgment and actions; public office be used for the public good, not for personal gain; and public deliberations and processes be conducted openly, unless legally confidential, in an atmosphere of respect and civility.

To this end, the Sunnyvale City Council has adopted a Code of Ethics for members of the City Council and of the City's boards and commissions to assure public confidence in the integrity of local government and its effective and fair operation.

1. Act in the Public Interest

Recognizing that stewardship of the public interest must be their primary concern, members will work for the common good of the people of Sunnyvale and not for any private or personal interest, and they will assure fair and equal treatment of all persons, claims and transactions coming before the Sunnyvale City Council, boards and commissions.

2. Comply with the Law

Members shall comply with the laws of the nation, the State of California and the City of Sunnyvale in the performance of their public duties. These laws include, but are not limited to: the United States and California constitutions; the Sunnyvale City Charter; laws pertaining to

conflicts of interest, election campaigns, financial disclosures, employer responsibilities, and open processes of government; and City ordinances and policies.

3. Conduct of Members

The professional and personal conduct of members must be above reproach and avoid even the appearance of impropriety. Members shall refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of other members of Council, boards and commissions, the staff or public.

4. Respect for Process

Members shall perform their duties in accordance with the processes and rules of order established by the City Council and board and commissions governing the deliberation of public policy issues, meaningful involvement of the public, and implementation of policy decisions of the City Council by City staff.

5. Conduct of Public Meetings

Members shall prepare themselves for public issues; listen courteously and attentively to all public discussions before the body; and focus on the business at hand. They shall refrain from interrupting other speakers; making personal comments not germane to the business of the body; or otherwise interfering with the orderly conduct of meetings.

6. Decisions Based on Merit

Members shall base their decisions on the merits and substance of the matter at hand, rather than on unrelated considerations.

7. Communication

Members shall publicly share substantive information that is relevant to a matter under consideration by the Council or boards and commissions, which they may have received from sources outside of the public decision-making process.

8. Conflict of Interest

In order to assure their independence and impartiality on behalf of the common good, members shall not use their official positions to influence government decisions in which they have a material financial interest, or where they have an organizational responsibility or personal relationship which may give the appearance of a conflict of interest. In accordance with the law, members shall disclose investments, interests in real property, sources of income, and gifts; and they shall abstain from participating in deliberations and decision-making where conflicts may exist.

9. Gifts and Favors

Members shall not take any special advantage of services or opportunities for personal gain, by virtue of their public office, that are not available to the public in general. They shall refrain from accepting any gifts, favors or promises of future benefits which might compromise their independence of judgment or action or give the appearance of being compromised.

10. Confidential Information

Members shall respect the confidentiality of information concerning the property, personnel or affairs of the City. They shall neither disclose confidential information without proper legal authorization, nor use such information to advance their personal, financial or other private interests.

11. Use of Public Resources

Members shall not use public resources not available to the public in general, such as City staff time, equipment, supplies or facilities, for private gain or personal purposes.

12. Representation of Private Interests

In keeping with their role as stewards of the public interest, members of Council shall not appear on behalf of the private interests of third parties before the Council or any board, commission or proceeding of the City, nor shall members of boards and commissions appear before their own bodies or before the Council on behalf of the private interests of third parties on matters related to the areas of service of their bodies.

13. Advocacy

Members shall represent the official policies or positions of the City Council, board or commission to the best of their ability when designated as delegates for this purpose. When presenting their individual opinions and positions, members shall explicitly state they do not represent their body or the City of Sunnyvale, nor will they allow the inference that they do.

14. Policy Role of Members

Members shall respect and adhere to the council-manager structure of Sunnyvale city government as outlined by the Sunnyvale City Charter. In this structure, the City Council determines the policies of the City with the advice, information and analysis provided by the public, boards and commissions, and City staff. Except as provided by the City Charter, members shall not interfere with the administrative functions of the City or the professional duties of City staff; nor shall they impair the ability of staff to implement Council policy decisions.

15. Independence of Boards and Commissions

Because of the value of the independent advice of boards and commissions to the public decision-making process, members of Council shall refrain from using their position to unduly influence the deliberations or outcomes of board and commission proceedings.

16. Positive Work Place Environment

Members shall support the maintenance of a positive and constructive work place environment for City employees and for citizens and businesses dealing with the City. Members shall recognize their special role in dealings with City employees to in no way create the perception of inappropriate direction to staff.

17. Implementation

As an expression of the standards of conduct for members expected by the City, the Sunnyvale Code of Ethics is intended to be self-enforcing. It therefore becomes most effective when members are thoroughly familiar with it and embrace its provisions.

For this reason, ethical standards shall be included in the regular orientations for candidates for City Council, applicants to board and commissions, and newly elected and appointed officials. Members entering office shall sign a statement affirming they read and understood the City of Sunnyvale code of ethics. In addition, the Code of Ethics shall be annually reviewed by the City Council, boards and commissions, and the City Council shall consider recommendations from boards and commissions and update it as necessary.

18. Compliance and Enforcement

The Sunnyvale Code of Ethics expresses standards of ethical conduct expected for members of the Sunnyvale City Council, boards and commissions. Members themselves have the primary responsibility to assure that ethical standards are understood and met, and that the public can continue to have full confidence in the integrity of government.

The chairs of boards and commissions and the Mayor have the additional responsibility to intervene when actions of members that appear to be in violation of the Code of Ethics are brought to their attention. The City Council may impose sanctions on members whose conduct does not comply with the City's ethical standards, such as reprimand, formal censure, loss of seniority or committee assignment, or budget restriction.

Under the City Charter, the City Council also may remove members of boards and commissions from office. A violation of this code of ethics shall not be considered a basis for challenging the validity of a Council, board or commission decision.

CODE OF ETHICS
Sunnyvale City Council, Boards and Commissions
MEMBER STATEMENT

As a member of the Sunnyvale City Council or of a Sunnyvale board or commission, I agree to uphold the Code of Ethics for elected and appointed officials adopted by the City and conduct myself by the following model of excellence.

I will:

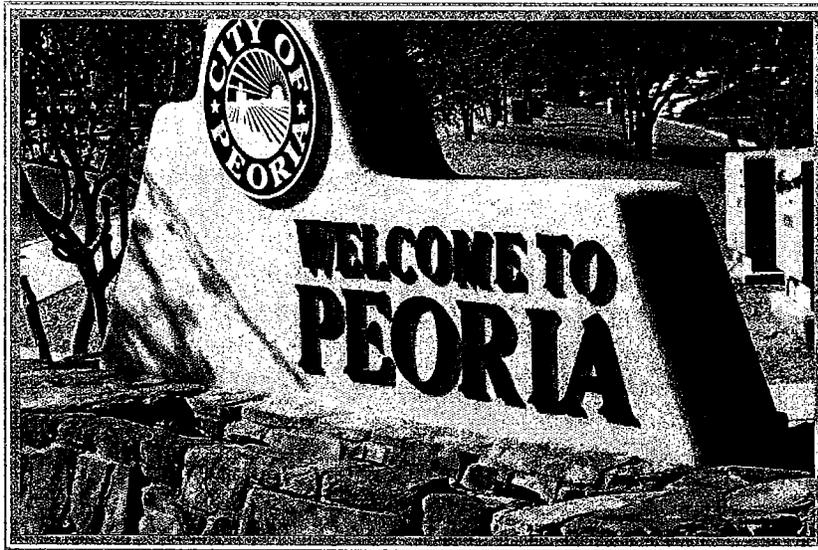
- Recognize the worth of individual members and appreciate their individual talents, perspectives and contributions;
- Help create an atmosphere of respect and civility where individual members, City staff and the public are free to express their ideas and work to their full potential;
- Conduct my personal and public affairs with honesty, integrity, fairness and respect for others;
- Respect the dignity and privacy of individuals and organizations;
- Keep the common good as my highest purpose and focus on achieving constructive solutions for the public benefit;
- Avoid and discourage conduct which is divisive or harmful to the best interests of Sunnyvale;
- Treat all people with whom I come in contact in the way I wish to be treated;
- I affirm that I have read and understood the City of Sunnyvale Code of Ethics.

Signature

Date

Name

Office



Code of Ethics



We are:

- Professional**
- Ethical**
- Open**
- Responsive**
- Innovative**
- Accountable**



From the City Manager

It's what you do next that matters

As employees of the City of Peoria, together we are responsible for providing quality services to the residents and businesses of this community. Earning and maintaining the trust and confidence of those we serve is critical to our ability to effectively perform our jobs. Our everyday attitudes, words, and actions must meet the highest standards of integrity and professionalism if we are to reach our potential as an organization and as a community.

This updated Code of Ethics handbook outlines the values, principles, and standards that should guide our conduct as city employees. It is the cornerstone of the culture of integrity that we have sought to create and uphold within our organization.

The City of Peoria employs individuals from many different disciplines who encounter many different ethical dilemmas during the course of their work. We could not possibly prescribe a set of rules that would tell you exactly what to do in any given situation. Instead, we've provided this handbook as a touchstone for you to measure yourself against a set of shared standards of conduct.

In the end, citizen trust in their city government rests on the judgments of individual employees like you. I commend this handbook to you as a valuable resource for ethical decision making.

Carl Swenson
City Manager

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 AP 1-3: Use of Cellular Devices
 AP 2-10: Web Sites and Social Media

Peoria Values

Ethics begins with integrity. Integrity means different things to different people, but in essence it means being honest, doing what you say you will do, and doing what is right even when no one else is watching. Personal integrity is a prerequisite to ethical behavior, and it is the foundation for Peoria's six core values.

Professional Continually reviewing my own behavior and questioning whether what I do is consistent with the City's and my profession's values. Maintaining the highest levels of confidentiality and honoring legal restrictions on political activity.

Ethical Being honest and objective in performing my duties and deciding all matters on the merits, free from improper influences. Being guided by principle and conscience and the desire to do the "right thing".

Open Communicating truthfully and completely with others, supporting diversity and treating others with respect. Participating positively in the community.

Responsive Responding to all internal and external customers in a prompt, efficient, friendly and patient manner.

Innovative Seeking out opportunities to contribute to the daily and future work of the City in ways that are new and creative.

Accountable Observing both the letter and the spirit of laws and rules. Engaging only in appropriate personal and professional conduct in all matters involving City transactions and interactions with coworkers, residents, visitors, and businesses.

4

Core Principles of Ethics in Public Service

Public service is a matter of public trust and is built on employee commitment to the philosophy outlined in the City's mission, vision and values.

Seek no favor

Build trust through transparency and honesty

Treat all equitably

Build great communities through great stewardship

Ethics is...

A standard of conduct for professional and personal behavior based on shared values

Code of Ethics

Framework:

1. Seek no favor
2. Build trust through transparency and honesty
3. Treat all equitably
4. Act as good stewards of City and community resources

1. Seek no favor

Confidentiality: An employee is never to use or disclose any confidential information acquired in the performance of governmental duties as a means for any type of gain.

- Because of an employee's position as a public servant, they may have access to addresses, phone numbers and other information that must remain confidential.
- Employees should never discuss or divulge confidential information, including digital photographs or videos, with anyone.
- Employees must direct requests for information to the City Clerk's office to be submitted as a formal request for public records.

Gifts and Gratuities: City employees are prohibited from accepting special treatment or gifts. The giving or receiving of gifts or special treatments can create the appearance of bias or favoritism.

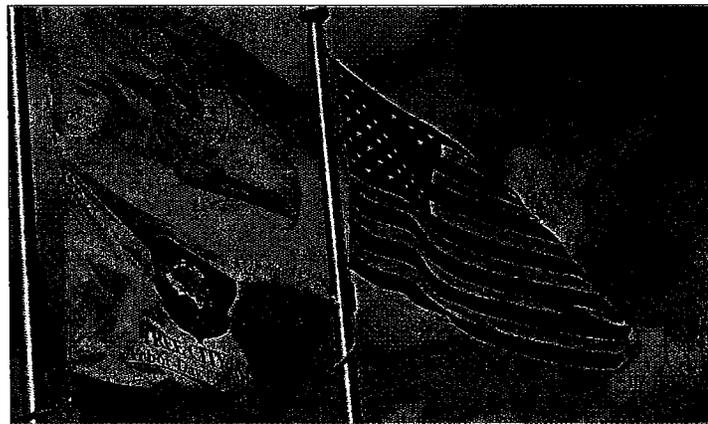
- Employees should *a/ways* decline any gift for themselves and/or their family.
- Employees should inform a supervisor/manager if they become involved in a situation that *might* cause a conflict, or simply create the appearance of a conflict of interest or favoritism.

Code of Ethics

2. Build trust through transparency and honesty

Public Confidence: Employees are expected to conduct themselves at all times to maintain public confidence in their profession, the community, and in their performance. This includes:

- Providing a full day's work for a full day's pay.
- Performing job duties to the employee's best effort and ability.
- Valuing diversity and not discriminating on the basis of race, color, religion, gender, age, national origin, veteran status, disability, sexual orientation or marital status.
- Providing prompt, courteous and efficient municipal services.
- Setting a standard for courtesy, friendliness, efficiency and customer service in all of their work relations with the public.



Code of Ethics

Upholding the Law: In order to maintain public trust, all employees are expected to engage only in activities within the legal limits of behavior, as well as to abide by all Federal, State, and local laws and regulations. It is important to keep in mind that “legal” does not necessarily meet our ethical standards.

- Uphold the constitution, laws and legal regulations of the United States and all governments. Never engage in activities that undermine this authority.
- Illegal actions that occur while off-duty will be examined on a case-by-case basis, and may be cause for action by the City if they reflect poorly/negatively on the City or the employee as a public servant.

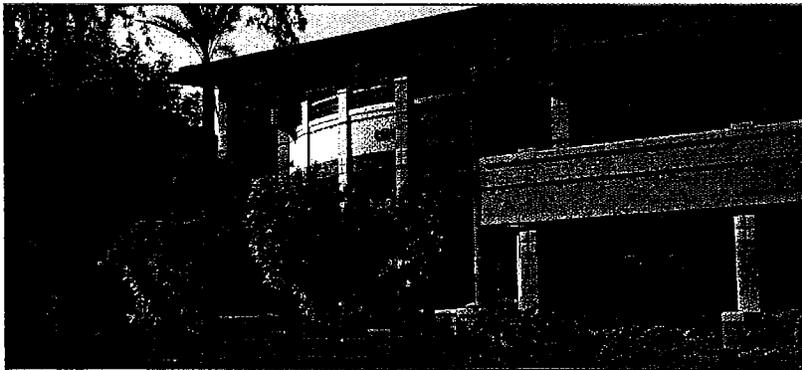
Conflict of Interest: A conflict of interest, or appearance of conflict, occurs when an employee is no longer able to remain impartial and objective in choosing between the interest of the City the their own personal interest.

- No employee shall engage in any activity or enterprise which conflicts with their duties as a City employee or with the duties, functions, and responsibilities of the department in which they are employed.
- Each employee is expected to manage their business affairs to avoid conflicts and the appearance of conflicts of interest.
- Each employee shall immediately inform the department supervisor or manager if involved in a situation that might cause a conflict or the appearance of conflict of interest.

Code of Ethics

Social and Digital Media: Personal and professional use of digital media and social media (such as Twitter, Facebook, YouTube, or LinkedIn) can and does reflect upon the values of the City of Peoria. As representatives of the City, employees must always demonstrate professional and responsible behavior when using social and digital media.

- Employees participating in social media activities during working hours must be serving a business and/or professional purpose and must do so in accordance with City policies.
- Any content related to City business is considered a public record and is subject to Arizona public records laws.
- When using digital media (cameras, video cameras, etc.) employees will be sensitive to the individual's right to privacy and treat all images as protected and confidential.
- Any photographs, videos or other digital images captured by City employees must be handled in strict confidence and must be used in a respectful, professional, and responsible manner.
- Copyright and intellectual property laws and regulations must be strictly followed. Written permission must be obtained from all individuals in the photo/video prior to use.
- The Office of Communications is the City's official spokesperson with regard to any official City business.



Code of Ethics

Outside Employment: Participating in another job with the authorization of the City is permitted, provided there is no conflict of interest, or appearance of conflict (see *Conflict of Interest*).

- The outside job may not interfere with the time and attention an employee must devote to their City job.
- Employees may not use City equipment or proprietary or confidential information for the outside job.
- Employees will obtain written City approval of the intent to engage in outside employment.
- Employees are not to engage in outside work if they are not working due to any disability status in their City employment.

Involvement in Political Activity: As citizens, City employees can and should exercise their rights to register and vote in all elections, including City elective offices. Although employees may participate as private citizens on campaigns for non-City offices and issues, they may not participate in, or contribute to, political campaigns for City elective offices.

- To avoid misinterpretation and conflict of interest, or the appearance of conflict, employees who wish to bring personal matters before City Council must be on non-City time and in civilian clothes.
- Employees should consider how political activity can influence, or appear to influence, their responsibilities in their current position with the City of Peoria.
- Employees should immediately inform their department supervisor or manager if they are considering involvement in political activities.



Code of Ethics



3. Treat all equitably

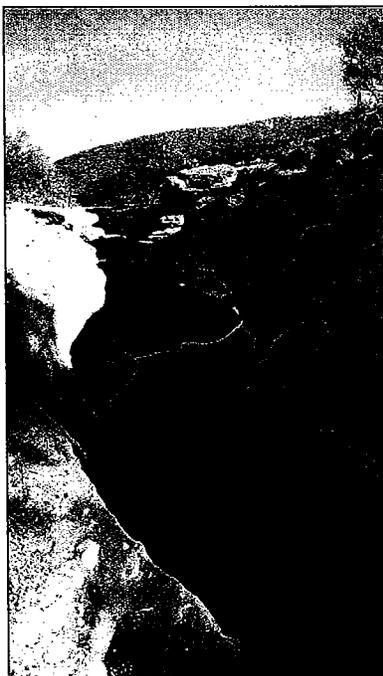
Impression of Influence:

Employees are expected to conduct official and personal affairs in a manner that gives the clear impression that they cannot be improperly influenced in the performance of their official duties. In public service, perception is important. With every interaction, employees are expected to keep the public's perception in mind and act in a way that maintains public trust.

Influence on Others:

Employees are expected to engage in the highest level of professional behavior when dealing with employees they supervise and/or could influence.

- Employees will not exert verbal or non-verbal pressure on any other employee.
- Employees will not grant or request personal favors (shift assignments, working conditions, etc.).



Code of Ethics

4. Act as good stewards of City and community resources

Financial Responsibility: Employees should engage in financial behavior that reflects upon the City of Peoria as honest and responsible.

- Employees will use City purchasing authority for City business only.
- Each employee will continuously remain a good steward of City finances and resources.

Use of City Resources: To maintain community trust, any equipment purchased by the City must be used for business purposes only. Equipment and other resources are not for personal or private use by employees with the exception of approved use of computer and communication devices. Employees understand that use of City equipment is a privilege and must be used in accordance to the City's computer and equipment usage policies.

- City equipment includes, but is not limited to:

computers	cellular phones	paggers
video cameras	digital cameras	desk phones
printers	copiers	scanners
- Computers or telephones may be used for infrequent personal use (such as scheduling a personal appointment). In no event will the use of computers or communications devices include:
 - use for commercial or financial gain
 - discourteous communication to or about other persons
 - issuing or forwarding chain mail or jokes/cartoons
 - sending unauthorized solicitations or mass mailings to individual mailboxes whether directly or indirectly
 - accessing any adult or otherwise inappropriate web sites

Expectations

As public servants, we all have a clear obligation to always act in a professional and ethical manner. To ensure the City of Peoria fosters an open and honest environment, the following are our expectations.

Each employee commits to:

- Follow Peoria values (**Professional, Ethical, Open, Responsive, Innovative, Accountable**)
- Report concerns through chain of command, when possible
- Provide the information necessary to make a fair and honest assessment and determination of concerns
- Report ethical concerns based on fact rather than hearsay, gossip or personal bias
- Not use the reporting system to discuss issues that are not ethical concerns

Leadership team and ethics liaison team commits to:

Supervisors, Managers, Directors, Deputy City Managers, the City Manager and Ethics Liaison Team members will:

- Create an environment where employees are encouraged to discuss any ethical concerns
- Investigate concerns based on facts (except Liaisons)
- Be open and honest while, to the extent possible, maintaining confidentiality
- Treat all employees fairly, without bias or retaliation

City Ethics Resource Officer commits to:

- Listen, gather information and investigate concerns based on facts
- Treat all employees fairly, without bias or retaliation
- Keep employees informed of outcome to the extent possible while maintaining privacy

Reporting Ethical Concerns

The City of Peoria fosters an ethics-based organization built on open dialogue and trust. If any employee observes or experiences a breach of ethics, regardless of position within the City, they are encouraged to follow their chain of command to discuss/report the ethical concern. Resolution at the closest level to the work group is the most efficient way to address violations of the Code of Ethics.

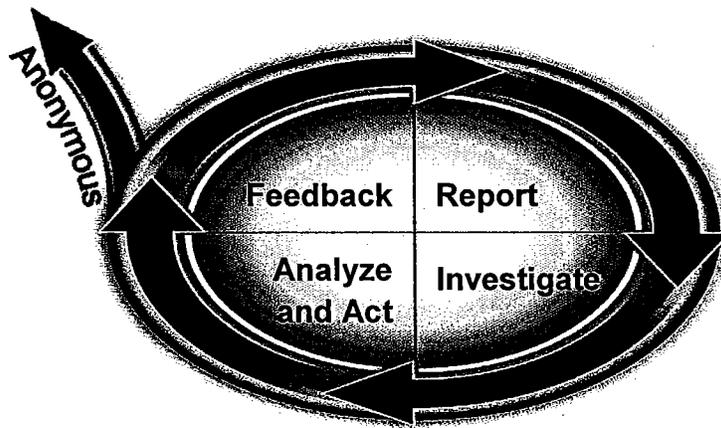
- Immediate Supervisor
- Manager
- Deputy Director
- Director
- Deputy City Manager

If, for some reason, an employee is unable or unwilling to discuss the ethical concern with their chain of command, there are three additional options available.

- A member of the Ethics Liaison Team is available to discuss any ethical concerns, dilemmas, questions or situations with employees. A listing of team members is located on the Ethics Web site or is available from the Ethics Resource Officer. Team members have been trained to assist with all types of ethical scenarios.
- The City has appointed an Ethics Resource Officer to assist employees. Employees wishing to discuss and/or report unethical behavior/concerns may contact the Ethics Resource Officer for assistance at 623-773-7318 or e-mail to ethics@peoriaaz.gov.
- An ethics reporting web site is available for employees to report ethical concerns. Go to: www.peoriaaz.gov/EmployeeEthics.

Reporting Ethical Concerns

Issues that are reported from an anonymous source cannot be fully evaluated by the Ethics Resource Officer, nor can feedback regarding resolution be provided. This is shown in the Reporting Cycle below.



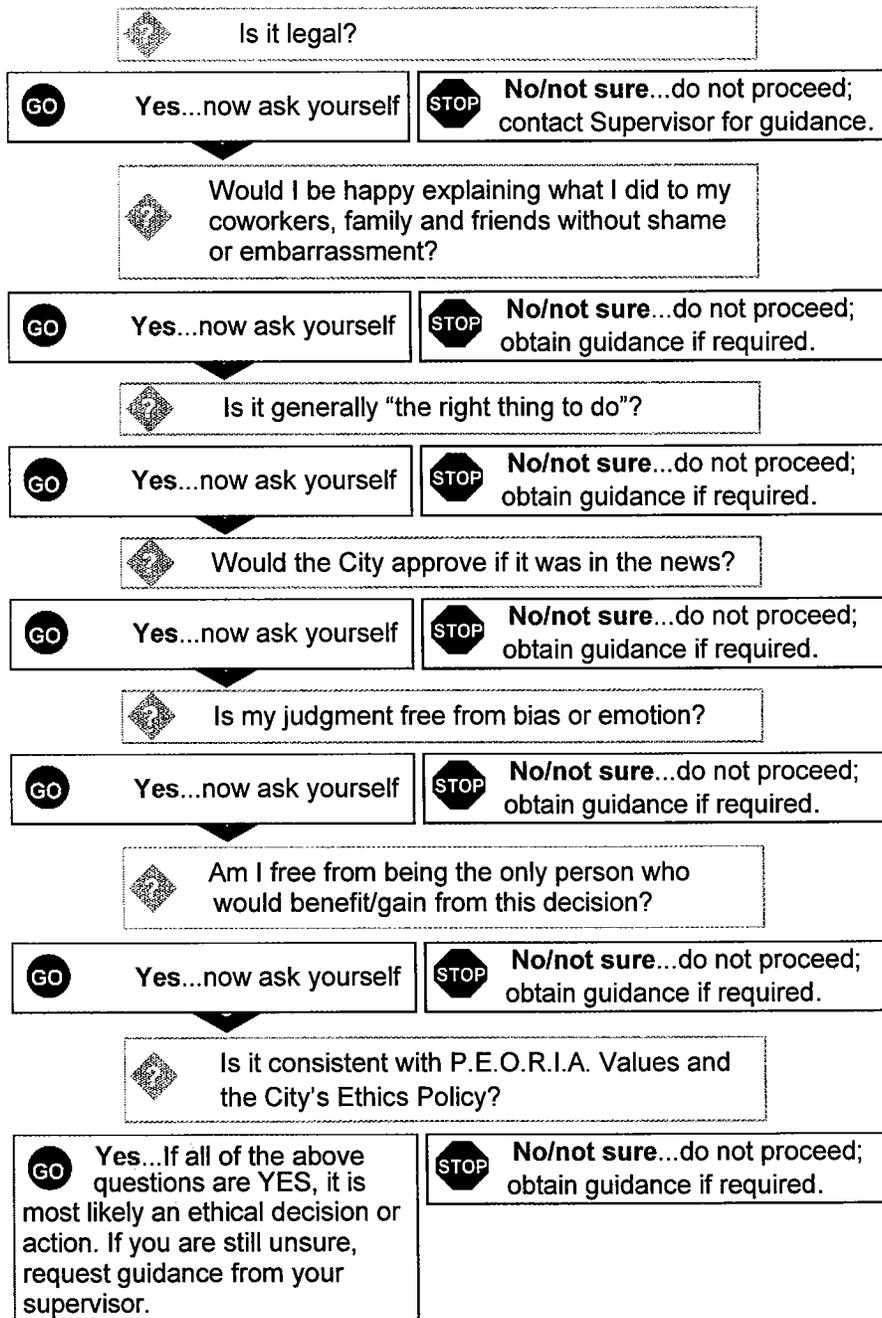
“ *It takes 20 years to build a reputation and five minutes to ruin it. If you think about that you’ll do things differently.* ”

~ Warren Buffett

Ethics Resource Officer
623-773-7318
ethics@peoriaaz.gov

Ethical Decision Tree

Use this decision tree as a guide to help you decide whether a course of action is correct when you cannot otherwise find the answer or are unsure of the decision.



October 2010

**MAYOR AND COUNCIL
SUBCOMMITTEE AGENDA ITEM
REQUEST FORM**

DATE:

TO: Carl Swenson, City Manager

FROM: Dave Pearson

SUBJECT: Boards & Commissions appointment process

1. Provide a description of the agenda item.

Discuss the current process for selection of boards and commission members and possibly request the city manager via the city clerk to develop a more streamlined process that will speed up selections while reducing the work load on staff.

2. Explain the policy issue related to the agenda item.

Selection policy for boards and commissions.

City Manager's Office Use:

Date of receipt: *10/19/11*

Policy issue: Yes No If denied, explain _____

Subcommittee assignment: *10/24/11*

Transferred to subcommittee staff liaison on:

Subcommittee agenda date: *11/07/11, 12/13/11*

Subcommittee action:

- No further action
- Study session referral
- Regular agenda Action
- City Manager Action

Tracking # *006*

Policy + Appointments

Board and Commissions With Residency Exceptions

1. Economic Development Authority
2. Building Board of Appeals
 - a. Fire Protection Engineer Member
 - b. Industrial Safety Professional Member
3. Historic Preservation Commission
 - a. Two Members with Professional Background in One of the Following Areas: Architecture, History, Architectural History, Planning, or Archeology
4. Judicial Selection Advisory Board
5. Employee Benefits Trust Board
 - a. Cannot Find Code Reference to Residency Exemption
6. Public Defender Contract Review Committee
 - a. Maricopa County Public Defender's Office Member
 - b. President of the Western Maricopa County Bar Association or Recommended by the President Member
 - c. Active Member in good standing of the State Bar of Arizona
7. Public Safety Retirement System Board – Police
 - a. Two Police Officer Members (Elected Position)
8. Public Safety Retirement System Board – Fire
 - a. Two Fire Department Members (Elected Position)
9. Sister Cities Board
 - a. All Members
10. Veterans Memorial Board
 - a. All Members

Board and Commissions With Residency Exceptions

Sec. 2-156. Boards and commissions

(a) All members of boards and commissions of the city shall meet the following minimum qualifications upon their appointment to any board or commission.

- (1) Must be at least eighteen (18) years of age or older.
- (2) Resident of the City of Peoria.
- (3) Qualified elector of the City of Peoria.
- (4) Notwithstanding paragraphs (2) and (3) of subsection (a), the following board or commission members are not required to be residents or qualified electors of the City, but must be residents and qualified electors of Maricopa County:
 - (A) Members of the Economic Development Advisory Board; and
 - (B) The fire protection engineer member and industrial safety professional member of the Building Board of Appeals.
 - (C) As provided in Chapter 15 of this Code pertaining to the Judicial Selection Advisory Board.

Sec. 2-121 Historic Preservation Commission

(b) All members shall have a known interest in historic preservation, planning or architectural development within the City of Peoria. At least two members shall have a professional background in the areas of architecture, history, architectural history, planning or archeology. For the two members who have a professional background in the areas of architecture, history, architectural history, planning or archeology, notwithstanding any other provision of this code, such members need not be residents of the City of Peoria, Arizona.

Sec. 15-8. Judicial Selection Advisory Board

- (a) There is hereby created a Judicial Selection Advisory Board to be composed of five members, consisting of the following:
- (1) A Judge of the Arizona Superior Court-Maricopa County as designated by the Presiding Judge of that Court;
 - (2) Two active members of the State Bar of Arizona, one of who must be a resident of the City of Peoria and who shall be appointed by the Mayor from among nominees recommended by the State Bar's Board of Governors;
 - (3) Two public members who are nominated by the Mayor and who are residents of the City of Peoria. None of the public members or a member of their immediate family shall be an employee or elected official of the City of Peoria. Immediate family is defined as Spouse, Parent, Child, Sibling, Step Parent, Step Child, Grand Parent, Grand child.

Board and Commissions With Residency Exceptions

Sec. 2-74. Public Defender Contract Review Committee.

- (a) There is established the Public Defender Contract Review Committee. The committee shall consist of three members appointed by the mayor and confirmed by the council. The members of the committee shall consist of:
- (1) A member of the Maricopa County Public Defender's Office.
 - (2) The President of the Western Maricopa County Bar Association or a member of that association recommended by the President.
 - (3) One private person who shall be an active member in good standing of the State Bar of Arizona.
 - (4) Two private citizens who are residents of the City.

Sec. 19-43. Public Safety Retirement System Board; Police and Fire Boards

There shall be a local Public Safety Retirement System Board for Fire Department employees and for Peace Officer employees who are members of the Public Safety Retirement System. Each board shall have the following membership:

- (a) The Mayor or designee of the Mayor approved by resolution of the City Council for the term concurrent with that of the Mayor. Should the Mayor fail to designate an appointee for a board, the Mayor shall be deemed to be the appointee.
- (b) Two citizens of the City, who shall serve on both the local boards for fire and peace officer employees who, are members of the Public Safety Retirement System.
- (c) There shall be two peace officer members and two fire department members of their respective boards who shall serve a term of four years and shall be elected by secret ballot in accordance with the provisions of this Chapter.

Sec. 2-132. Sister Cities Board

Notwithstanding Section 2-132 of this Code, members of the Sister Cities Board are not required to be residents of the City.

Sec. 2-136. Veteran's Memorial Board

Notwithstanding Section 2-156 of this code, members of the Veteran's Memorial Board are not required to be residents of the City.

STAFF - COUNCIL SUBCOMMITTEE COMMUNICATION

DATE: October 17, 2011
TO: Carl Swenson, City Manager
FROM: Wanda Nelson, City Clerk (W)
THROUGH: Susan K. Thorpe, Deputy City Manager
SUBJECT: Boards and Commissions Appointments/Reappointments

Background:

City Council Policy 1-5 Appointment to Boards and Commissions establishes the standard policy for City Council to make member appointments to the city's official Boards and Commissions. In part, CP1-5 provides for the following:

- *Council Subcommittee on Board and Commission Appointments (now referred to as the City Council Subcommittee on Policy and Appointments) shall determine how members are identified, selected, processed, trained, and recognized for service.*
- *An open competitive processed will be used to fill any vacancies to the city's official Boards and Commissions.*
- *Candidate interviews may be conducted.*
- *Subcommittee recommendations are forwarded to the Mayor and Council with a 10 day comment period to the Mayor.*
- *Upon no adverse comments from the majority of the Council members, Subcommittee recommendations are submitted via a Resolution for official action.*

Previous Actions:

The Council Subcommittee on Boards and Commissions previously met on a monthly basis to address vacancies and upcoming vacancies to the various city Boards and Commissions.

Options:

A: *That the City Council Subcommittee on Policy and Appointments continue to meet on an as needed basis to make recommendations for appointments and reappointments to the city's various official Boards and Commissions.*

Staff's Recommendation:

No further action is required – this is an ongoing agenda item for the City Council Subcommittee on Policy and Appointments.

Tracking # 007

STAFF - COUNCIL SUBCOMMITTEE COMMUNICATION

Fiscal Analysis:

There is no fiscal impact related to this item.

Exhibit(s): _____

Contact Name and Number: Natalie Gilstrap, 773-7340

City Manager's Office Use:

Date of receipt: *10/19/11*

Policy issue: Yes No If denied, explain _____

Subcommittee assignment: *10/24/11*

Transferred to Subcommittee Staff Liaison on:

Subcommittee agenda date:

Subcommittee Action:

- No further action
- Study session referral
- Regular agenda referral
- City Manager referral

Tracking # *007*

City Council Subcommittee on
Policy & Appointments

Tuesday, February 14, 2012 - 5:00 p.m.

STAFF REPORT

BOARD OF ADJUSTMENT (UNSCHEDULED)

The term for **Shelby Duplessis**, alternate member, expired December 2011. The City Clerk's Office has been notified that Ms. Duplessis recently moved out of the City of Peoria and is ineligible to serve on the Board of Adjustment. The term for **Brandon Squire**, regular member, expired December 2011.

Two (2) vacancies are created with terms to expire December 2015.

At the January 24, 2012 Council Subcommittee meeting a motion passed to recommend the appointments of William Bercu and Cecil Daniels to the Board of Adjustment. The motion did not include which member would serve as the regular member and which would serve as the alternate member.

CITIZENS COMMISSION ON SALARIES FOR ELECTED CITY OFFICIALS (UNSCHEDULED)

The term for **Joyce Mozzicato**, regular member, expired December 2011.

One (1) vacancy is created with a term to expire December 2015.

At the January 24, 2012 Council Subcommittee meeting a motion passed to recommend the appointment of Matthew Lewandowski to the Citizens Commission on Salaries for Elected City Offices. Mr. Lewandowski has indicated that he is not longer available to serve on any Boards or Commissions.

LIBRARY BOARD (SCHEDULED)

Carla Carlson, regular member, has resigned.

One (1) vacancy is created with a partial term to expire June 2013.

MUNICIPAL DEVELOPMENT AUTHORITY (UNSCHEDULED)

On October 3, 2011 the Municipal Development Authority declared **Jim Torres**' position as a regular member vacant.

One (1) vacancy is created with a partial term to expire November 2014.

PARKS AND RECREATION BOARD (SCHEDULED)

Patrick Sponsel, regular member, last attended a Parks and Recreation Board meeting in June 2010. **Amy Upton**, regular member, moved and now resides on a County Island and is ineligible to serve on the Parks and Recreation Board.

One (1) vacancy is created with a partial term to expire June 2012 and one (1) vacancy is created with a partial term to expire June 2014 respectively.

PUBLIC SAFETY PERSONNEL RETIREMENT SYSTEM – FIRE

David Block, regular member, has resigned.

One (1) vacancy is created with a term to expire June 2013.

PUBLIC SAFETY PERSONNEL RETIREMENT SYSTEM – POLICE

David Block, regular member, has resigned.

One (1) vacancy is created with a term to expire June 2013.

YOUTH ADVISORY BOARD (SCHEDULED)

Victoria Johnson, regular member, has resigned.

One (1) vacancy is created with a partial term to expire June 2012.

Boards and Commissions
Upcoming Term Expirations and Vacancies

Boards/Commissions/Authorities	Member Names	Comments	Interested in Reappt? Yes or No	Member Status	Districts	Term Expiration Dates	Eligible for Reappt?	Staff Liaisons Staff Assistants
Board of Adjustment (Unscheduled)	Shelby Duplessis	Moved	N/A	Alternate	Glendale	Dec-11	N/A	Chris Jacques Beverly Parcels
Board of Adjustment (Unscheduled)	Brandon Squire	Term Expiration		Regular & Chair	Ironwood	Dec-11	Yes	Chris Jacques Beverly Parcels
Citizens Commission on Salaries for Elected City Officials (Unscheduled)	Joyce Mozzicato	Term Expiration	No	Regular	Ironwood	Dec-11	Yes	Wanda Nelson Natalie Gilstrap
Library Board (scheduled)	Carla Carlson	Resigned	N/A	Regular	Mesquite	Jun-13	N/A	Jeff Tyne Brenda Rehnke Ellen Comella
Municipal Development Authority (Unscheduled)	Jim Torres	Moved	N/A	Regular	Mesquite	Nov-14	N/A	Brent Mattingly Debbie Card
Parks and Recreation Board (Scheduled)	Patrick Sponsel	Other	N/A	Regular	Willow	Jun-12	N/A	Jeff Tyne Brenda Rehnke Ellen Comella
Parks and Recreation Board (Scheduled)	Amy Upton	Moved	N/A	Regular	County Island	Jun-14	N/A	Jeff Tyne Brenda Rehnke Ellen Comella
Public Safety Personnel Retirement Board - Fire (Unscheduled)	David Block	Resigned	No	Regular	Pine	Jun-13	N/A	Claudia Lujan Nancy Fantasia Dee Campbell
Public Safety Personnel Retirement Board - Police (Unscheduled)	David Block	Resigned	No	Regular	Pine	Jun-13	N/A	Claudia Lujan Nancy Fantasia Dee Campbell
Youth Advisory Board (Scheduled)	Victoria Johnson	Resigned	N/A	Regular	Mesquite	Jun-12	N/A	Jeff Tyne Kirk Haines Ellen Comella