

CITY OF LITTLE ROCK ORIENTATION MANUAL

for

LITTLE ROCK BOARD OF DIRECTORS

Final Draft
March 6, 2001

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I. INTRODUCTION AND HISTORY

In 1992 the FUTURE-Little Rock Task Force on Governance recommended a change in the form of government for the City of Little Rock to one which directly elects a mayor, three at-large city directors and seven city directors, each from a different geographical ward. This structure was approved by the Little Rock Board of Directors on January 27, 1993, by Resolution #8859, amended on February 24, 1993, by Resolution #8870, enabled by Arkansas Legislative Act 1294 of 1993, and referred to the city electorate by Ordinance #16,435 of June 1, 1993, (re: Exhibits A, B, C & D respectively). The citizens of Little Rock voted to approve this form of government in a special election on July 27, 1993.

Since the creation of this current form of government in 1993, there have been several attempts to establish formal policies and procedures for elected officials to follow in the discharge of their responsibilities relative specifically to city staff, beginning with the passage of Resolution #9302 on December 20, 1994, (re: Exhibit E). The policies established by that resolution were amended on February 13, 1998, as a result of a City Board retreat, at which time a Meetings Procedure document was drafted, which was subsequently amended on June 8, 1999, and again on September 18, 2000, following a

brief discussion on the subject of roles and responsibilities by the City Board on August 22, 2000.

While providing limited basic guidelines for City Board and staff conduct in public meetings, these documents seemed to be lacking in many respects. Also, there was not a comprehensive document that would help orient newly elected officials to their duties and responsibilities as a member of the Little Rock Board of Directors relative to a wide spectrum of official contacts, but also to the general structure, function and operation of city government. This subject of Little Rock's form of government was given new emphasis by becoming one of the twelve study groups established by the VISION - Little Rock process that began in the spring of 2000.

In the meantime the Little Rock Board of Directors appointed two of its members to develop a formal personnel evaluation procedure for the two city employees under their direct employment control - i.e. the City Manager and the City Attorney, and this group was subsequently expanded to four during the August 22, 2000, work session mentioned above. After meeting three times, that sub-committee submitted formal evaluation forms for the City Board's consideration on December 12, 2000. On January 11, 2001, it was recommended that the discussion of those forms during a City Board work session on January 23, 2001, be expanded to once again address the elusive subject of respective roles and responsibilities of the entire City Board. Thus was born this draft of an Orientation Manual for the Little Rock Board of Directors. While patterned after the cities of Sunnyvale, California's Code of Conduct and Code of Ethics, and San Buenaventura, California's City Council Protocols, it is also a compilation of all of the previous policy and procedures documents adopted by the City Board, and was submitted for approval by the Little Rock Board of Directors on March 6, 2001.

II. PURPOSE AND SCOPE

The purpose of this manual is to provide the Board of Directors of the City of Little Rock, a reference as to what is expected of them in their official capacities as they interact with each other, city staff, the public, other boards and commissions and the media. In addition it is the intent of this document to provide the same elected officials with some insight into the existing structure and operation of city government, including a summary of all boards, commissions, committees (re: Section VII), as well as a overview of the budget process (re: Section VIII).

Finally, as a means to guide the conduct of the Little Rock Board of Directors, a Code of Ethics is included, which all Directors are encouraged to read, accept, acknowledge and sign (re: Section VI). Accordingly, it is hoped that this Orientation Manual will establish a policy framework that will promote the best possible working relationship between the Little Rock Board of Directors and all of those persons and entities with whom they come in contact, with a major focus on mutual respect.

It is impossible to address every possible situation. However, there are known and recognizable areas of conduct and responsibility that are readily identifiable that have been addressed. Furthermore, this manual has been organized in such a way as to

allow for future modification to expand both its purpose and scope. As such, it should always be considered a flexible document that can be amended to meet the needs of all elected officials as circumstances dictate.

III. ROLES AND RESPONSIBILITIES

A. Organizational Chart - A chart depicting the current form of government and lines of authority in the City of Little Rock is shown below.

B. Summary Fact Sheet - A summary of the essential facts that explain the formation and composition of the Little Rock Board of Directors is shown below.

AUTHORITY - Act 1293 of 1993, and Ordinance #16,435 of June 1, 1993 (See also Ordinance #16,479)

TERM - Four years

MEMBERS - Eleven (1 Mayor directly elected; 3 Directors elected at-large; and 7 Directors elected by ward)

DUTIES - To establish local government policy, and provide governing direction for the City of Little Rock

SELECTION - Members of the Little Rock Board of Directors are

elected to four year terms by public vote. The Mayor and the three At-Large Directors are elected by voters city-wide. The Ward Directors must live in the ward which they represent, and the citizens of that ward vote them into office.

- METTINGS** - Board Meetings are held the first and third Tuesdays of each month starting at 6:00 p.m.
Agenda Meetings are held on each Tuesday prior to Board Meetings starting at 4:00 p.m.
All meetings are held in the Board of Directors' Chamber at Little Rock City Hall, 500 West Markham, unless otherwise scheduled by public notice.
- CONTACT** - Mr. Cy Carney
Little Rock City Manager
Little Rock City Hall - Room 203
500 West Markham
Little Rock, Arkansas 72201
(501) 371-4510

C. Mayor

1. Serves at the pleasure of the electorate
2. Acts as the official head of the City for all ceremonial purposes
3. Chairs City Board meetings
4. Calls special meetings
5. Recognized as spokesperson for the City
6. Selects substitute for City representation when Mayor cannot attend
7. Makes judgment calls on proclamations, Special Orders of the Day, etc.
8. Recommends subcommittees as appropriate for Board approval
 9. Serves as the liaison between City Board and the City Manager and City Attorney in regards to employee relations
10. Leads the City Board into an effective, cohesive working team
11. Signs documents on behalf of the City
12. Serves as official delegate of the City to the U. S. Conference of Mayors and other events and conferences

D. Vice-Mayor

1. Serves at the pleasure of the City Board
2. Performs the duties of the Mayor if the Mayor is absent or disabled
3. Chairs City Board meetings at the request of the Mayor
4. Represents the City at ceremonial functions at the request of the Mayor
5. Reports closed session actions at public City Board meetings
6. Moves for routine motion on consent items on the City Board

E. **City Directors** - The Board of Directors is the policy making body for the City and directs all policy and work assignments through the City Manager. All members of the City Board, including those serving as Mayor and Vice-Mayor, have equal votes. As such, no City Director has more power than any other City Director, and all should be treated with equal respect. In addition all City Directors should:

1. Fully participate in City Board meetings and other public forums while demonstrating respect, kindness, consideration, and courtesy to others
2. Prepare in advance of City Board meetings, and be familiar with issues on the agenda
3. Represent the City at ceremonial functions at the request of the Mayor
4. Place activities and events on the City Board weekly activities calendar that invite official participation of all Directors. A list of the activities of individual Directors may also be submitted for public record at the option of the Director
5. Be respectful of other people's time. Stay focused and act efficiently during public meetings
6. Serve as a model of leadership and civility to the community
7. Inspire public confidence in City government
8. Provide contact information with the City Board's Administrative Coordinator in case an emergency or urgent situation arises while the Director is out of town
9. Demonstrate honesty and integrity in every action and statement
10. Participate in scheduled activities to increase team effectiveness, and periodically review City Board policies and procedures, such as this Orientation Manual
11. As a body, and as individual City Board members, will refer all requests for service and citizen complaints and other City concerns through the City Manager's office. City Manager will respond in a timely fashion.
12. As a body, and as individual City Board members, will direct questions and related negotiation issues to the City Manager, except in policy-making matters.
13. Individual City Board members will confer with other City Board members in order to achieve consensus on issues which require direction from the Board of Directors as a whole
14. Will develop and maintain a positive working relationship among all

City Board members

15. Will develop and maintain a positive working relationship between the City Manager and the City Board
16. Will notify staff in advance of neighborhood meetings, site visits and other gatherings to ensure adequate staff preparation
17. Will use the City logo and other Little Rock City government resources only for official City government functions
18. Will make all requests for ordinances and resolutions to the City Attorney at least two weeks prior to the City Board's discussion of respective issues.

E. **Meeting Chair** - The Mayor will chair official meetings of the City Board, unless the Vice-Mayor or another council member is designated as Chair of a specific meeting.

1. Maintains order, decorum, and the fair and equitable treatment of all speakers
2. Keeps discussion and questions focused on specific agenda items under consideration
3. Makes parliamentary rulings with advice, if requested, from the City Attorney who acts as an advisory parliamentarian. Chair rulings may be overturned if a Director makes a motion as an individual and the majority of the City Board votes to overrule the Chair

F. **City Manager**

1. As Chief Executive Officer of the City of Little Rock, he is responsible for the day-to-day operations of city government, policy interpretation, budget recommendations, personnel actions, and related administrative matters.
2. Is responsible for hiring all city employees and employment contract negotiations.
3. Is responsible for all general contract negotiations.
4. Is responsible for communicating all administrative positions to the entire City Board.
5. Will refer all requests for services, and/or citizen complaints from members of the City Board to the appropriate staff member in a timely and efficient manner. City Manager will respond to citizens and City Board members in a timely and prompt fashion. Staff response will be in a format agreeable to City Board members.
6. Is responsible for evaluating and reporting on the impact of any ordinance or resolution requested by the City Board
7. Will develop and maintain a positive relationship between the City Board and the City Manager.
8. Will ensure that all City Board members receive timely and complete information, particularly as it relates to business items for consideration by the City Board.

9. Will provide uniform information to all members of the City Board and will treat all members of the City Board equally. No favoritism will be demonstrated.
10. Is accountable solely to the Little Rock Board of Directors

G. City Attorney

1. As chief legal officer of the City of Little Rock, he is responsible for protecting the City of Little Rock's interests in all legal matters.
2. Is responsible for preparing, or at least reviewing, all ordinances and resolutions for City Board consideration within two weeks of submission unless an emergency requires a more expedient time frame.
3. Is responsible for hiring, training and managing all members of the legal staff
4. Is solely accountable to the Little Rock Board of Directors

H. General City Staff

1. Will provide uniform information to all members of the City Board and will treat all members of the City Board equally. No favoritism will be demonstrated.
2. Will not lobby individual City Board members for support of their projects, programs, budget requests or other matters concerning their departments.
3. Will not become involved in local City Board election campaigns.

IV. POLICIES AND PROCEDURES RELATED TO CONDUCT

A. General Conduct

1. Ceremonial Events - Requests for a City representative at ceremonial events will be handled by City staff. The Mayor will serve as the designated City representative. If the Mayor is unavailable, then City staff will determine if event organizers would like another representative from the City Board. If yes, then the Mayor will recommend which Director should be asked to serve as a substitute. Invitations received at City Hall are presumed to be for official City representation. Invitations addressed to Directors at their homes are presumed to be for unofficial, personal consideration.
2. Correspondence Signatures - Directors do not need to acknowledge the receipt of correspondence, or copies of correspondence, during City Board meetings. City staff may at the direction of any Director prepare official letters in response to public inquiries and concerns. These letters will carry the signature of the Mayor unless the Mayor requests that they be signed by another Director or City staff.

3. Endorsements of Candidates - Directors have the right to endorse candidates for all City Board seats or other elected offices. It is inappropriate to mention endorsements during City Board meetings or other official City meetings.
4. Intergovernmental Relations - The City Board will hold meetings as required on intergovernmental relations, and may assign specific Directors to take a leadership role on new issues and to hear updates on pending issues.
5. Non-agenda Items - During a designated period of the agenda, citizens, Directors, and staff may bring forth issues or questions that are not on the meeting's agenda. Each speaker, citizen or elected official, will be limited to three minutes.
6. Public Announcements in Board Meetings - Directors who want to speak during the City Board meeting should notify the Chair in advance, will be limited to three minutes each, and should keep the focus on matters of community-wide interest.
7. Public Meeting Hearing Protocol - (re: Section V)
8. Travel Expenses - The policies and procedures related to the reimbursement of travel expenses for official City business by Directors are outlined in City financial expenditure policies, which all Directors are expected to follow.

B. With One Another in Public Meetings:

1. Use formal titles - All members of the City Board should refer to one another formally during public meetings as Mayor, Vice Mayor or Director followed by the individual's last name.
2. Practice civility and decorum in discussions and debate - Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of a free democracy in action. This does not allow, however, Directors to make belligerent, personal, impertinent, slanderous, threatening, abusive, or disparaging comments. No shouting or physical actions that could be construed as threatening will be tolerated.
3. Honor the role of the Chair in maintaining order - It is the responsibility of the Chair to keep the comments of Directors on track during public meetings. Directors should honor efforts by the Chair to focus discussion on current agenda items. If there is disagreement about the agenda or the Chair's actions, those objections should be voiced politely and with reason, following procedures outlined in parliamentary procedures.
4. Avoid personal comments that could offend other Directors - If a Director is personally offended by the remarks of another Director, the offended Director should make notes of the actual words used and call for a "point of personal privilege" that challenges the other Director to justify or apologize for the language used. The Chair will maintain control of this discussion.

5. Demonstrate effective problem-solving approaches - Directors have a public stage to show how individuals with disparate points of view can find common ground and seek a compromise that benefits the community as a whole.

C. With One another in Private Encounters:

1. Continue respectful behavior in private - The same level of respect and consideration of differing points of view that is deemed appropriate for public discussions should be maintained in private conversations.
2. Be aware of the insecurity of written notes, voicemail messages, and e-mail - Technology allows words written or said without much forethought to be distributed wide and far. Would you feel comfortable to have this note faxed to others? How would you feel if this voicemail message was played on a speaker phone in full office? What would happen if this e-mail message was forwarded to others? Written notes, voicemail messages and e-mail should be treated as potentially "public" communication.
3. Even private conversations can have a public presence - Elected officials are always on display - their actions, mannerisms, and language are monitored by people around them that they may not know. Lunch table conversations will be eavesdropped upon, parking lot debates will be watched, and casual comments between individuals before and after public meetings noted.

D. With City Staff:

1. Treat all staff as professionals - Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. Poor behavior towards City Staff is not acceptable.
2. Limit contact to specific City Staff - Questions of City Staff and/or requests for additional background information should be directed only to the City Manager, City Attorney, Assistant City Manager, or Department Directors. The office of the City Manager should be copied on any request, except those to the City Attorney. Requests for follow-up or directions to staff should be made only through the City Manager or the City Attorney when appropriate. When in doubt about what staff contact is appropriate, Directors should ask the City Manager for direction. Materials supplied to a Director in response to a request of general interest will be made available to all members of the City Board so that all have equal access to information.
3. Do not disrupt City Staff from their jobs - Directors should not disrupt City staff while they are in meetings, on the phone, or engaged in performing their job functions in order to have their individual needs met.
4. Never publicly criticize an individual employee - Directors should never express concerns about the performance of a City employee in public, to

the employee directly, or to the employee's manager. Comments about City Staff performance should only be made to the City Manager through private correspondence or conversation. Comments about City Staff in the office of the City Attorney should be made directly to the City Attorney.

5. Do not get involved in administrative functions - Directors must not attempt to influence City Staff on the making of appointments, awarding of contracts, selecting of consultants, processing of development applications, or granting of City licenses and permits, (See Code of Ethics) nor should Directors interfere in administrative functions.
 6. Check with City Staff on correspondence before taking action - Before sending correspondence, Directors should check with City Staff to see if an official City response has already been sent or is in progress.
 7. Do not attend meetings with City Staff unless requested by City Staff . Even if the Director does not say anything, the Director's presence implies support, shows partiality, intimidates City Staff, and hampers City Staff's ability to do their job objectively.
 8. Limit requests for City Staff support - Routine secretarial support will be provided to all Directors. All mail received at City Hall for Directors is opened by the City Board's Administrative Coordinator, unless other arrangements are made by a City Director. Requests for additional City Staff support, even in high priority or emergency situations, should be made to the City Manager who is responsible for allocating City resources in order to maintain a professional, well-run City government.
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9. Do not solicit political support from City Staff - Directors should not solicit any type of political support(financial contributions, display of posters or lawn signs, name on support list, etc.)from City staff. City Staff may, as private citizens with constitutional rights, support political candidates but all such activities must be done away from the workplace.

E. With the Public:

1. Be welcoming to all speakers.
2. Be fair and equitable in allocating public hearing time to speakers.
3. Give appearance of active listening.
4. Ask for clarification, but avoid debate and argument with speakers.
5. Avoid personal attacks.
6. Follow established parliamentary procedures.
7. Make no promises on behalf of City Board.
8. Make no personal comments about other Directors.

F. With Other Public Agencies:

1. Be clear about representing the City or personal interests - If a Director appears before another governmental agency or organization to give a statement on an issue, the Director must clearly state: 1) if his or her statement reflects personal opinion or is the official stance of the City;

- 2) whether this is the majority or minority opinion of the Board of Directors. If the Director is representing the City, the Director must support and advocate the official City position on an issue, not a personal viewpoint. If the Director is representing other organization whose position is different from the City, the Director should withdraw from voting on the issue if it significantly impacts or is detrimental to the City's interest. Directors should be clear about which organization they represent and inform the Mayor and City Board of their involvement.
2. Correspondence also should be equally clear about representation - City letterhead may be used when the Director is representing the City and the City's official position. A copy of official correspondence should be given to the Board Liaison to be filed in the City Board Office as part of the permanent public record. It is best that City letterhead not be used for correspondence of Directors representing a personal point of view, or a dissenting point of view from an official City Board position. However, should Directors use City letterhead to express a personal opinion, the official City position must be stated clearly so the reader understands the difference between the official City position and the minor viewpoint of Director.

G. With Board and Commissions:

1. If attending a Board or Commission meeting, be careful to only express personal opinions - Board members may attend any Board or Commission meeting, which are always open to any member of the public. However, they should be sensitive to the way their participation - especially if it is on behalf of an individual, business, or developer - could be viewed as unfairly affecting the process. Any public comments by a Board member at a Board or Commission meeting should be clearly made as individual opinion and not a representation of the feelings of the entire City Board.
2. Limit contact with Board and Commission members to questions of clarification - It is inappropriate for a Board member to contact a Board or Commission member to lobby on behalf of an individual, business or developer. It is acceptable for Board members to contact Board or Commission members in order to clarify a position taken by the Board or Commission.
3. Remember that Boards and Commissions serve the community, not individual Board members - The City Board appoints individuals to serve on Boards and Commissions, and it is the responsibility of Boards and Commissions to follow policy established by the City Board. But Board and Commission members do not report to individual Directors, nor should Directors feel they have the power or right to threaten Board or Commission members with removal if they disagree about an issue. Appointment and re-appointment to a Board or Commission should be based on such criteria as expertise, ability to work with staff and the public, and commitment to fulfilling official duties. A Board or Commission appointment should not be used as a political "reward".

4. Be respectful of diverse opinions - A primary role of Boards and Commissions is to represent many points of view in the community and to provide the Board with advice based on a full spectrum of concerns and perspectives. Directors may have a closer working relationship with some individuals serving on Boards and Commissions, but must be fair and respectful of all citizens serving on Boards and Commissions.
5. Keep political support away from public forums - Board and Commission members may offer political support to a Director, but not in a public forum while conducting official duties. Conversely, Directors may support Board and Commission members who are running for office, but not in an official forum in their capacity as a Director.
6. Inappropriate behavior can lead to removal - Inappropriate behavior by a Board or Commission member should be noted to the Mayor, and the Mayor should counsel the offending member. If inappropriate behavior continues, the Mayor should bring the situation to the attention of the City Board and the individual is subject to removal from the Board or Commission.

H. With The Media:

1. Freedom of Information notification process for the City Board of Directors - Notice of all public meetings, commission meetings, committee meetings, and board meetings shall be made in accordance with the Arkansas Freedom of Information Act. If three or more members of the same group at a scheduled event, it is a special meeting and notice must be given two (2) hours before the meeting time. At least one member should openly ask if anyone can provide assurance that proper notice has been given; if not, the meeting should be rescheduled. The process to be followed shall be:
 - a. Please notify the Board of Director's Administrative Coordinator of any Board meetings, committee meetings, commission meetings, luncheons, or any other gatherings that consist of two or more City Board members.
 - b. Please supply pertinent information to the Board of Director's Administrative Coordinator at least one (1) day prior to the referenced meeting.
 - c. You may do so by facsimile, telephone, or electronic mail. This should include the date, time location, purpose and expected attendees.
 - d. The relevant information will be forwarded to the Public Relations Coordinator, followed by the release of FOI notification to the media.
 - f. Each month a calendar will be produced with the dates and times of regularly scheduled events or meetings that Board of Directors members may attend. Such information will also be posted on the City's website and comply with requirements as well.

2. The best advice for dealing with the media is to never go “off the record” - Most members of the media represent the highest levels of journalistic integrity and ethics, and can be trusted to keep their word. But one bad experience can be catastrophic. Words that are not said cannot be quoted.
3. The Mayor is the official spokesperson for the representative on City position - The mayor is the designated representative of the City Board to present and speak on the official City position. If an individual Director is contacted by the media, the Director should be clear about whether their comments represent the official City position or a personal viewpoint.
4. Choose words carefully and cautiously - Comments taken out of context can cause problems. Be especially cautious about humor, sardonic asides, sarcasm, or word play. It is never appropriate to use personal slurs or swear words when talking with the media.
5. Never reveal any matter discussed in Executive Sessions (re: Section V-E).
This is one activity off-limits to the media.

I. Additional Considerations

1. Sanctions
 - a. Public Disruption - Members of the public who do not follow proper conduct after a warning in a public hearing may be barred from further testimony at that meeting or removed from the City Board room.
 - b. Inappropriate Staff Behavior - Directors should refer to the City Manager any City Staff or the City Attorney any City Attorney’s staff who do not follow proper conduct in their dealings with Directors, other City Staff or the public. These employees may be disciplined in accordance with standard City procedures for such actions.
 - c. Directors Behavior and Conduct - City Directors who intentionally and repeatedly do not follow proper conduct may be reprimanded or formally censured by the Board of Directors, lose seniority or committee assignments (both within the City or with inter-government agencies) or have official travel restricted. Serious infractions of the Code of Ethics or Code of Conduct could lead to other sanctions a deemed appropriate by the City Board. Directors should point out to the offending Director infractions of the Code of Ethics or Code of Conduct. If the offenses continue, then the matter should be referred to the Mayor in private. If the Mayor is the individual whose actions are being challenged, then the matter should be referred to the Vice Mayor. It is the responsibility of the Mayor to initiate action if a Director’s behavior may warrant sanction. If not action is taken by the Mayor, the alleged violation can be brought up with the full City Board in a public meeting. If

violation of the Code of Ethics or Code of Conduct is outside of the observed behaviors by the Mayor or Directors, the alleged violation should be referred to the Mayor. The Mayor should ask the City Manager and/or the City Attorney to investigate the allegation and report the findings to the Mayor. It is the Mayor's responsibility to take the next appropriate action. These actions can include, but are not limited to: discussing and counseling the individual on the violations; recommending sanction to the full City Board to consider in a public meeting; or forming a City Board ad hoc subcommittee to review the allegation, the investigation and its findings, as well as to recommend sanction options for City Board consideration. Videotaping of the complaint hearing should be used for a City Board ad hoc subcommittee.

2. Principals of Proper Conduct

a. Proper conduct IS ...

- Keeping promises
- Being dependable
- Building a solid reputation
- Participating and being available
- Demonstrating patience
- Showing empathy
- Holding onto ethical principles under stress
- Listening attentively
- Studying thoroughly
- Keeping integrity intact
- Overcoming discouragement
- Going above and beyond, time and time again
- Modeling a professional manner

b. Proper conduct IS NOT ...

- Showing antagonism or hostility
- Deliberately lying or misleading
- Speaking recklessly
- Spreading rumors
- Stirring up bad feelings, divisiveness
- Acting in a self-righteous manner

It all comes down to respect!

Respect for one another as individuals...respect for the...validity of different opinions...respect for the democratic process...respect for the community that we serve.

3. Checklist for Monitoring Conduct

- Will my decision/statement/action violate the trust, rights or good will of others?
- What are my interior motives and the spirit behind my actions?
- If I have to justify my conduct in public tomorrow, will I do so with pride or shame?
- How would my conduct be evaluated by people whose integrity and character I respect?
- Even if my conduct is not illegal or unethical, is it done at someone else's painful expense? Will it destroy their trust in me? Will it harm their reputation?
- Is my conduct fair? Just? Morally right?
- If I were on the receiving end of my conduct, would I approve and agree, or would I take offense?
- Does my conduct give others reason to trust or distrust me?
- Am I willing to take an ethical stand when it is called for? Am I willing to make my ethical beliefs public in a way that makes it clear what I stand for?
- Do I exhibit the same conduct in my private life as I do in my public life?
- Can I take legitimate pride in the way I conduct myself and the example I set?
- Do I listen and understand the views of others?
- Do I question and confront different points of view in a constructive manner?
- Do I work to resolve differences and come to mutual agreement?
- Do I support others and show respect for their ideas?
- Will my conduct cause public embarrassment to someone else

4. Glossary of Terms

ATTITUDE - The manner in which one shows one's dispositions, opinions, and feelings

BEHAVIOR - External appearance or action; manner of behaving; carriage of oneself

CIVILITY - Politeness, consideration, courtesy

CONDUCT - The way one acts; personal behavior

COURTESY - Politeness connected with kindness

DECORUM - Suitable; proper; good taste in behavior

EMERGENCY - When attached at the end of an Ordinance,

CLAUSE	the effect is immediate upon passage
MANNERS	- A way of acting; a style, method, or form; the way in which things are done
MOTION	- A motion is ordinarily used to indicate majority approval of a procedural action, such as the filing of a report
ORDINANCE	- An Ordinance or Amendment is a “legislative act” or local law and requires either three readings at Board meetings or a two-thirds vote to suspend the rules in order to pass the Ordinance or Amendment at a single meeting
POINT OF ORDER	- An interruption of a meeting to question whether rules or bylaws are being broken, such as the speaker has strayed from the motion currently under consideration
POINT OF PERSONAL PRIVILEGE	- A challenge to a speaker to defend or apologize for comments that a fellow Director considers offensive
PROPRIETY	- Conforming to acceptable standards of behavior
PROTOCOL	- The courtesies that are established as proper and correct
READINGS	- Three readings are required at separate meetings unless the rules are suspended to pass an Ordinance. Citizen comments are called for after the first full reading
REFERRAL	- The Board may postpone action or ask for further study by referring the matter to an advisory committee or to the City Manager for staff work and a subsequent report
RESPECT	- The act of noticing with attention; holding in esteem; courteous regard
RESOLUTION	- A Resolution expresses Board policy or directs certain types of administration action. It requires only one reading and may be changed by a subsequent Resolution.

5. Helpful Acronyms

Planning and Development

WCF - Wireless Communications Facility (Cellular Towers)

POD - Planned Office Development

PRD - Planned Residential Development
PCD - Planned Commercial Development
PZD - Planned Zoning Development
PID - Planned Industrial Development
POA - Property Owners Association
MPO - Metropolitan Planning Organization
OS - Open Space

City Attorney/Legal

RFQ - Request for Qualification
RFP - Request for Proposals
MOU - Memorandum of Understanding

Social Services/Human Services

WtW - Welfare to Work
DHS - Department of Human Services

Finance

ITB - Invitation To Bid
PO - Purchase Order
SBA - Small Business Administration

Police/Public Safety

COPP - Community Oriented Police Program
MEMS - Metropolitan Emergency Medical Services

Housing and Neighborhood Programs

TNEP - Targeted Neighborhood Enhancement Program
CHAB - Community Housing Advisory Board
LISC - Local Initiative Support Corporation
CDBG - Community Development Block Grant

Public Works

CIP - Capital Improvement Program
PAGIS - Pulaski Area Geographic Information System
ROW - Right Of Way
ADEQ - Arkansas Department of Environmental Quality
LRMWW - Little Rock Municipal Water Works
LRMWWU - Little Rock Municipal Waste Water Utility
AHTD - Arkansas Highway Transportation Department
DOT - Department of Transportation
EPA - Environmental Protection Agency
FHWA - Federal Highway Administration
TEA21 - Transportation Equity Act of the 21st Century
TIP - Transportation Improvement Plan

Parks

CBC - City Beautiful Commission
UFP - Urban Forestry Program
LTPO - Landscape and Tree Preservation Ordinance

Other

ADA - Americans Disability Act
DBE - Disadvantaged Business Enterprise
DOL - Department of Labor
VLR - Vision Little Rock
BGO - Blinding Glimpse of the Obvious

V. PUBLIC MEETING PROCEDURES

- A. **Regular Meetings** - The Board of Directors will meet the first and third Tuesday of every month beginning at 6:00 p.m and ending no later than 11:00 p.m. unless changed, amended or postponed by a majority vote of the Board. If all scheduled business cannot be conducted during the allotted time, the Board will reconvene on the day of the regularly scheduled Agenda Meeting unless a special date and time is agreed upon by the majority of the Board. These meetings will be televised on the Local Government Access channel and be conducted in the Board Room unless otherwise agreed upon by a majority vote of the Board.
- B. **Agenda Meetings** - The Board of Directors will hold an Agenda Meeting beginning at 4:00 p.m. and ending no later than 6:00 p.m. on the Tuesday prior to the regular Board Meeting, unless changed, amended or postponed by a majority vote of the Board. Agenda Meetings are working meetings, which allow City Staff to present briefings on each of the issues to be discussed during the regular Board Meeting. Agenda Meetings will enable Board members to receive information relative to each of the issues. Members of the Board shall not call upon members of the public to speak unless arrangements are made with the Mayor prior to the meeting. Agenda Meetings will be held in the Board Room. Agendas will be prepared by the City Clerk and distributed no later than the Fridays preceding the scheduled Agenda Meeting. From 6:00 to 7:00 p.m. following the Agenda Meetings, Board members may have informal dialogue and discussion. This portion will not be televised.
- C. **Special Meetings** - A Special Meeting can be called upon request by the Mayor or by a minimum of six members of the Board of Directors. State law requires that all meetings be announced a minimum of two hours in advance, and posted according to statute.
- D. **Public Notice** - The agenda for all regular meetings shall be posted by the City Clerk in accordance with City ordinance and Arkansas state statute (See Section IV-H).

- E. **Executive Session** - The Board of Directors will adjourn into Executive Session upon request of the Mayor, any member of the Board or the City Manager to discuss issues which are covered by Arkansas state statute. Motion must specify purpose in compliance with the Freedom of Information law. Maintaining strict confidentiality about everything discussed in Executive Sessions by all parties involved is absolutely essential (re: Section IV-H-5).
- F. **Quorum** - Six members of the Board must be present to constitute a quorum for the transaction of business, eight votes are required to suspend the rules.
- G. **City Manager Participation** - The City Manager, or his designate, shall attend all meetings of the Board of Directors unless excused. The City Manager will make recommendations to the Board of Directors, and has a right to participate in all discussions, but shall have no vote.
- H. **City Attorney Participation** - The City Attorney, or his designate, shall attend all meetings of the Board of Directors unless excused. The City Attorney, will upon request, give an opinion on questions of law, and act as the Board of Directors' parliamentarian.
- I. **City Clerk Participation** - The City Clerk, or her designate, shall attend all meetings of the Board of Directors unless excused. The City Clerk shall keep accurate records of all actions taken by the Board.
- J. **Board of Directors Participation:**
1. All Board members are expected to assist the presiding officer in ensuring a smooth and orderly meeting and are expected to obey the orders of the presiding officer and the rules of the Board.
 2. Board members wishing to speak shall request permission from the presiding officer and limit discussion to the issue at hand.
 3. Board members wishing to question City Staff, other than the City Attorney, shall address the City Manager. The City Manager will have the option of answering questions or designating a member of City Staff to do so.
 4. Once a Board member is recognized, he or she shall not be interrupted by other members, unless called to order by the presiding officer, or unless a point of order is raised, or unless the speaker chooses to yield.
 5. Board members shall confine their questions and remarks to the particular matter being discussed by the Board.
 6. Members of the Board are expected to be at all meetings and shall

stay in attendance for the duration except for valid excuses. There will be a ten minute break, approximately every two hours. If a Board member will be absent or have to leave a meeting early, he/she is expected to notify the presiding officer.

7. A Board member has the right to utilize personal privilege and address the Board; however, this shall be limited to cases where the member's integrity, character or motives are attacked or questioned (re: Section IV-B-4).
8. The presiding officer has the right to close debate at any time and speak last on any issue if he/she so desires.
9. Any member of the Board may appeal a ruling by the presiding officer, provided it is done so immediately following the ruling in question. If the appeal is seconded, the member making the appeal may state his or her reason for doing so, and the presiding officer may briefly explain his decision. There is no further debate on the appeal.

K. Citizens Participation:

1. Citizens and visitors are welcomed and encouraged to attend all public meetings of the Board of Directors.
2. Citizens and other visitors shall observe the same rules of propriety, decorum and good conduct applicable to the Board of Directors. Any person making personal attacks, impertinent remarks, using profanity, or other similar remarks will be declared out of order and removed from the meeting.
3. Citizen Communication will be an open format for citizens and visitors to address the Board on pertinent items not on the meeting agenda. However, the subject to be addressed must be limited to legitimate matters within the City of Little Rock's jurisdiction.

Citizen

Communication will be scheduled for 30 minutes at the beginning of the first Board Meeting of the month and at the end of the third Board Meeting of the month. Each person will be given three minutes to address the Board, unless there are more than 10 speakers. At that time, the presiding officer will evenly allocate time to the speakers. All persons wishing to address the Board during the time allotted for Citizen Communication shall fill out the appropriate written request prior to the Board meeting.

4. Citizens or visitors wishing to address the Board on an item that is scheduled for consideration shall be afforded an opportunity at the appropriate time. Each person will be allowed a maximum of five minutes to address the Board, with a 30 minute time limit scheduled for each agenda item; 15 minutes for each side. This will hold true unless a majority of the Board amends the time limit and/or there

are fewer than three speakers for each respective side of the issue. All persons wishing to address the Board on a specific issue shall fill out the appropriate request prior to the meeting.

5. Presentations by citizens or City staff that have been scheduled to appear on the agenda through the City Clerk's Office shall be limited to 30 minutes. The presiding officer will divide the time evenly based on the number of presentations scheduled.

L. City Staff Participation:

1. Members of City staff shall observe the same rules of propriety, decorum and good conduct applicable to the Board of Directors.
2. Members of City staff who address the Board shall limit their remarks to the particular item being discussed. All remarks and questions by City staff shall be directed to the Board as a whole, and not to any one particular member of the Board.
3. No City staff member shall address the Board without first being recognized by the presiding officer.

M. Consideration of Ordinances, Resolutions and Motions

1. Rules of Order - The most recent edition of Roberts Rules of Order shall govern the proceedings of the Board of Directors.
2. Ordinances and Resolutions - All ordinances and resolutions shall be presented to the Board with the agenda packet in writing. All ordinances and resolutions originating from the Board shall be presented to the City Manager at least two weeks prior to their consideration. No ordinance or resolution shall be considered by the Board if the preceding guidelines was not followed unless a majority of the Board agrees to do so.
3. City Attorney Approval - All ordinances shall be reviewed and approved as to form by the City Attorney.
4. Changing a Vote - Any Board member may change his or her vote prior to the time the result is announced. After the result is announced,
a vote may be changed only once upon one of the following: (1) with unanimous consent of the Board, including the Mayor; (2) upon a proper motion to change a vote being made which passes by a majority of the Board. A motion to change a vote requires a second, but it is a non-debatable motion.
5. Explaining a Vote During Voting - Once all debate has been completed, the Board shall proceed to a vote. On any roll call vote, the Mayor shall vote last. At the time of voting, a Director shall vote for or against the proposition or, in appropriate cases, may abstain. Neither a Director nor the Mayor is permitted to explain a vote at the time the vote is being made.
6. Motion to Lay a Matter on the Table - A motion to lay a matter on the table is a non-debatable priority motion. The motion requires a

second. To be a proper motion, the motion to lay a matter on the table must list a certain date at which the matter will be considered, unless it is a motion to table a motion to reconsider the adoption or resolution. A motion to reconsider the adoption of an ordinance or resolution cannot set a date for reconsideration. If a matter is laid upon the table, it will automatically come up for consideration at the time specified or upon the date listed. If the matter tabled is a motion to reconsider the adoption of an ordinance or resolution, it can not be reconsidered unless approved by a two-thirds vote of the Board of Directors.

7. Move to Remove from the Agenda - A motion to remove a matter from the agenda is a priority motion that requires a second. It is a debatable motion that requires a two-thirds vote to be successful. The motion to remove a matter from the agenda does not have to set a certain date. It is a mean for deferring a matter set for consideration by the Board of Directors. A motion to remove an ordinance from the agenda may occur at the time prior to the third reading of the ordinance; a motion to remove a resolution from the agenda may occur at any time prior to a vote on the resolution. A motion removed from the agenda may not be placed back on the agenda unless a majority of the Board votes to do so.
8. Motion to Reconsider - A motion to reconsider an ordinance or resolution that has been previously adopted shall be made no later than the next regular meeting of the Board of Directors. This is a non-debatable motion and requires approval by a majority of the Board. A motion to reconsider cannot be the subject of a second motion to reconsider.
9. Clincher - Once an ordinance or resolution has received an affirmative vote of the Board, any member may move for the "clincher." The clincher is a motion to reconsider the ordinance or resolution just approved, followed immediately by a motion to table the motion to reconsider. The motion to table is considered first and a single affirmative vote by a majority of the Board is sufficient to invoke the clincher. If the Board votes in favor of the clincher, then the ordinance or resolution that is the subject of the clincher cannot be reconsidered unless two-thirds of the members of the Board vote to do so. Clincher votes expire six months from the date of the vote.

N. Order of Business in Public Hearings:

1. General Procedure - The City Board procedure for the conduct of public hearings is generally as follows:
 - a. The Mayor opens the public hearing, followed by an invocation and the Pledge of Allegiance.
 - b. City Staff presents its report on each agenda item.
 - c. City Directors may ask questions of City Staff if they so desire.

- d. The applicant or appellant then has the opportunity to present comments, testimony, or arguments. In the case of an appeal when the appellant is different from the applicant, the appellant should be called up first to provide comments or testimony.
- e. Members of the public are provided with the opportunity to present their comments, testimony or argument.
- f. The applicant or appellant is given an opportunity for rebuttal or concluding comments. In the case of an appeal when the appellant is different from the applicant, the appellant is given the opportunity for closing comments.
- g. The public hearing is closed.
- h. The City Board deliberates on the issue.
- i. If the City Board raises new issues through deliberation and seeks to take additional public testimony (questions of the public, applicant or appellant), the Public Hearing must be reopened. At the conclusion of the public testimony, the Public Hearing is again closed.
- j. The City Board deliberates and takes action.
- k. The Mayor announces the final decision of the City Board.
- 2. Time for Consideration - Matters noticed to be heard by the City Board will commence at the time specified in the notice of hearing, or as soon thereafter as is reasonably possible, and will continue until the matter has been completed or until other disposition of the matter has been made.
- 3. Continuance of Hearings - Any hearing being held or noticed or ordered to be held by the City Board at any meeting of the City Board may, by order or notice or continuance, be continued or re-continued to any subsequent meeting.
- 4. Public Discussion at Hearings - When a matter for public hearing comes before the City Board, the Mayor will open the public hearing. Upon opening the public hearing and before any motion is adopted related to the merits of the issue to be heard, the Mayor shall inquire if there are any persons present who desire to speak on the matter which is to be heard or to present evidence respecting the matter.
 - a. Public Member Request to Speak - Any person desiring to speak or present evidence shall make his/her presence known to the Mayor and upon being recognized by the Mayor, the person may speak or present evidence relevant to the matter being heard. No person may speak without first being recognized by the Mayor, and complying with the policies under Section V-K.
 - b. City Board Questions of Speakers - Members of the City Board who wish to ask questions of the speakers or each other during the public hearing portion may do so but only after first being recognized by the Mayor. Interaction with the speaker

- shall be limited to a question or questions, rather than an ongoing dialogue. City Directors should avoid raising questions as a method to extend the allocated time for a speaker.
- c. Due Process - The Mayor shall conduct the meeting in such a manner as to afford due process.
 - d. Public Oral Presentations - All City Board rules pertaining to oral presentation by members of the public apply during public hearings.
 - e. Materials for Public Record - All persons interested in the matter being heard by the City Board shall be entitled to submit written evidence or remarks, as well as other graphic evidence. All such evidence presented will be retained by the City Clerk as part of the Clerk's record of the hearing, unless otherwise directed.
 - f. Germane Comments - No person will be permitted during the hearing to speak about matters or present evidence which is not germane to the matter being considered. A determination of relevance shall be made by the Mayor, but may be appealed to the full City Board.
- 5. Communications and Petitions - Written communications and petitions concerning the subject matter of the hearing will be noted, read aloud, or summarized by the Mayor. A reading in full shall take place if requested by any member of the City Board.
 - 6. Admissible Evidence - Hearings need not be conducted according to technical rules relating to evidence and witnesses. Any relevant evidence may be considered if it is the sort of evidence upon which responsible persons are accustomed to rely in the conduct of serious affairs.

O. Addressing the City Board

- 1. Staff Presentations - Staff presentations will be limited to 10 minutes. Longer staff presentations must be approved by the City Manager prior to the City Board Meeting.
- 2. Oral Presentations by Members of the Public - Oral presentations by members of the public at City Board meetings are as follows:
 - a. Prior to the meeting, or during the meeting prior to a matter being reached, persons wishing to address the City Board should fill out a speaker card and submit it to the City Clerk.
 - b. When called upon, the person should come to the podium, state his/her name and address for the record, and if speaking for an organization or other group, identify the organization or group represented.
 - c. All remarks should be addressed to the City Board as a whole, not to individual members thereof.
 - d. Questions, if any, should be directed to the presiding officer

who will determine whether, or in what manner, an answer will be provided.

3. Agenda Item Oral Presentations - Any member of the public wishing to address the City Board orally on City business matters appearing on the City Board agenda may do so when that item is taken up by the City Board, or as otherwise specified by the City Board or its presiding officer.
 - a. Time Limit - Oral presentations may not exceed three minutes unless otherwise provided.
 - b. Project Applicant or Appellant - The project applicant, appellant or other person or entity with a substantial direct property interest, or their representative shall have a total of 15 minutes for their presentations. The initial comments or presentation shall be limited to 15 minutes and the rebuttal or concluding comments shall be limited to 5 minutes. All other persons wishing to speak on the matter shall be limited to 5 minutes unless changed by City Board action. Speaker time limits are inclusive of oral and visual presentations and shall constitute the cumulative three (3) minutes time limit for each speaker for the meeting. The Mayor, with the concurrence of the City Board, may alter any of the enumerated time allocations based on the complexity of the item and the number of persons wishing to speak on the item.
 - c. Presentations Submitted in Writing - Persons who anticipate oral presentations exceeding three minutes are encouraged to submit comments in writing at the earliest possible time for distribution to the City Board and other interested parties. Comments should be submitted sufficiently in advance of the scheduled meeting date to insure distribution to the City Board prior to the meeting.
4. Power Point Presentations - Members of the public may present a Power Point software presentation to the City Board utilizing the City's audio/visual equipment.
 - a. All Power Point presentations must comply with applicable time limits for oral presentations and cumulative time limits. Presentations should be planned with flexibility to adjust to any changes in these time limits.
 - b. Each slide of the Power Point presentation must identify that this is the "Personal Comments of Private Citizen first and last name."
 - c. All Power Point presentations must be submitted on 3.5 inch disks already formatted in Power Point and be submitted to the City Clerk no later than noon on the day of the City Board meeting to allow for checks for viruses and compatibility with City

equipment.

- d. Any disks submitted that are thought to contain viruses or unable to be scanned for viruses by City equipment will not be permitted to be used.
 - e. If compatibility or viruses are at issue, a member of the public may provide a printed hard copy of the Power Point presentation to be projected onto the screen via the visual projector during their presentation.
- 5. Oral Presentations & Public Communications Cumulative Time Limit - Members of the public making oral presentations to the City Board in connection with one or more agenda items and/or as a part of Citizen Communication at a single meeting shall be limited to a cumulative total of not to exceed three (3) minutes for all of their oral presentations at such meeting unless otherwise provided.
 - 6. Comments in Writing Encouraged - Members of the public may submit, and are encouraged to submit, comments in writing to the City Board relating to any item of City Business, whether on the City Board agenda or not. Such written comments will be distributed to the City Board and acted on, or not acted on, as deemed appropriate.
 - 7. Comment Cards - Comment cards may be used by members of the public who do not wish to or cannot verbally address the City Board during a meeting. A person may indicate their comments and their opposition or support for an agenda item on a comment card. During the public testimony of the item, the Mayor indicates that the City Board has received comment cards from (name of person) in support of the project or issue and comment cards from (name of person) in opposition of the project or issue. The minutes will reflect the City Board's receipt of comment cards in opposition and support of the project or issue.
 - 8. Repetitious or Dilatory Comments Prohibited -
 - a. A speaker shall not present the same or substantially same items or arguments to the City Board repeatedly, or be repetitious or dilatory in presenting their oral comments. If a matter has been presented orally before the City Board, whether the City Board has taken action, or determined to take no action, the same or substantially the same matter may not be presented orally by the same person any further. Nothing in the foregoing precludes submission of comments to the City Board in writing for such action or non-action as the City Board, in its discretion, may deem appropriate.
 - b. In order to expedite matters and to avoid repetitious presentations, the designation of a spokesperson is encouraged. Whenever any group of persons wishes to address the City Board on the same subject matter, those persons are encouraged to designate a spokesperson to address the City Board. With the consent of the City Board, the Mayor may extend the time allocation for a designated spokesperson.

9. Waiver of Rules - Any of the foregoing rules may be waived by majority vote of the City Board present when it is deemed that there is good cause to do so based upon the particular facts and circumstances involved.
10. Non-Exclusive Rules - The rules set forth are not exclusive and do not limit the inherent power and general legal authority of the City Board, or of its presiding officer, to govern the conduct of City Board meetings as may be considered appropriate from time to time.

VI. CODE OF ETHICS

**For members of
Little Rock Board of Directors,
Boards, Commissions and Committees
Adopted by the Little Rock Board of Directors
March 6, 2001**

PREAMBLE

The citizens and businesses of Little Rock, Arkansas are entitled to fair, ethical and accountable local government which has earned the public's full trust and confidence for integrity. In keeping with the City's 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 Little Rock Board of Directors has adopted a Code of Ethics for members of the Little Rock Board of Directors and of the City's boards and commissions to assure public confidence in the integrity of local government and its effective and fair operation.

In addition to the following elements, this Code of Ethics will specifically include by reference Little Rock Ordinance # 17, 050, of December 5, 1995, as amended by Little Rock Ordinance # 17,064 on December 19, 1995, both of which are attached to this Code of Ethics as Exhibit F and Exhibit G respectively.

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 Little Rock 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 Little Rock Board of Directors, boards and commissions.

2. **Comply with the Law**

Members shall comply with the laws of the nation, the State of Arkansas and the City of Little Rock in the performance of their public duties. These laws include, but are not limited to: the United States and Arkansas Constitutions; the Little Rock 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 the City Board, 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 Board and boards and commissions governing the deliberation of public policy issues, meaningful involvement of the public, and implementation of policy decisions of the City Board 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 of 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 City Board 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 the City Board shall not appear on behalf of the private interests of third parties before the City Board or any board, commission or proceeding of the City, nor shall members of boards and commissions appear before their own bodies or before the City Board 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 Board, 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 Little Rock, 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 Little Rock city government as outlined by the Little Rock City Charter. In this structure, the City Board determines the policies of the City with the advice, information and analysis provided by the public, boards and commission, and City staff.

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 City Board 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 Little Rock 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 Board, applicants to boards and commissions, and newly elected and appointed officials. Members entering office shall sign a statement affirming they read and understood the City of Little Rock Code of Ethics. In addition, the Code of Ethics shall be annually reviewed by the City Board, boards and commissions, and the City Board shall consider recommendations from boards and commissions and update it as necessary.

18. Compliance and Enforcement

The Little Rock Code of Ethics expresses standards of ethical conduct expected for members of the Little Rock Board of Directors, 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 Board 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 Board 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 City Board, board or commission decision.

MODEL OF EXCELLENCE

Little Rock Board of Directors, Boards, Commissions and Committees

MEMBER STATEMENT

As a member of the Little Rock Board of Directors, or as an appointed member of any Little Rock board, commission or committee, 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 Little Rock;

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 Little Rock Code of Ethics.

Signature _____ Date _____

Office/Board _____

VII. BOARDS, COMMISSIONS AND COMMITTEES

A complete listing of all of the summary facts relative to all boards, commissions and committees of the City of Little Rock are contained on the following pages in alphabetical order. Any additional questions should be directed to the City Manager.

VIII. BUDGET PROCESS

A brief explanation of the budget process employed by the City of Little Rock is contained on the following pages, which have been taken from the 200 Operating Budget of the City of Little Rock. Any additional questions should be directed to either the City Manager or the City Finance Director.

IX. EXHIBITS

- A. Exhibit A - Little Rock Resolution # 8859 of January 27, 1993**
- B. Exhibit B - Little Rock Resolution # 8870 of February 24, 1993**
- C. Exhibit C - Arkansas Act # 1294 of 1993**
- D. Exhibit D - Little Rock Ordinance # 16,435 of June 01, 1993**
- E. Exhibit E - Little Rock Resolution # 9302 of December 20, 1994**
- F. Exhibit F - Little Rock Ordinance # 17,050 of December 5, 1995**
- G. Exhibit G - Little Rock Ordinance # 17,064 of December 19, 1995**

X. CONCLUSION

As indicated at the outset of this Orientation Manual, this document is not intended to be all inclusive. However, it is intended to introduce newly elected and appointed officials to their responsibilities as public servants, formalize that commitment and help inform them to the general structure of the Little Rock municipal government. As those roles and responsibilities change, so should this Orientation Manual.