Bismarck Event Center Authority Board

MEETING
February 4, 2026

Tom Baker Meeting Room	City/County Office Building 221 N 5th Street	11:00 AM

Purpose: The purpose of the Bismarck Event Center Authority Board is to give the Board of City Commissioners and the Bismarck Event Center management ongoing governance and oversight over the third-party operator, community-based guidance, recommendations regarding operations and policies, ensure community representation, input regarding long-term planning, fiduciary oversight, develop and implement capital improvement plans to the facilities, and a method for public accountability.

AGENDA

1. Call to Order
2. Public Comment
3. Approval of Minutes
4. Capital Improvement Plan Update
    A. Overview of the CIP
    B. 2026 CIP Projects
    C. Building Controls and Operations Discussion
5. Oak View Group Contract and Negotiation Update
6. Event Center Operations Update
7. Third Party Survey Discussion
8. Other Business
    A. **Western North Dakota Honor Flight Request**
    B. **Member Terms**
    C. **Code of Conduct**

ADJOURN

MEETING OF THE BISMARCK EVENT CENTER AUTHORITY BOARD

1/8/2026 - MINUTES

AGENDA

1. Call to Order

The Bismarck Event Center Authority Board met for the first time at 1:30 PM on January 8, 2026. Members present included Mike Gardner, Sheri Grossman, Joel Kostelecky, and Jason Tomanek. Members Jennifer Wilson, Chad Wachter and Mayor Mike Schmitz attended the meeting via Teams.

2. Public Comment

No public comment was received.

3. Public/Open Meeting Policy Discussion

Member Tomanek led the discussion on rules and regulations for open meetings. City Attorney Julie Mees was available for questions.

4. Chair/Vice Chair Discussion

Member Grossman nominated Mayor Schmitz to act as Committee Chair and Member Gardner seconded. Upon a roll call vote, all voted aye. M/C.

Member Grossman nominated Chad Wachter to act as Vice Chair and Member Gardner seconded. Upon a roll call vote, all voted aye. M/C.

5. Discuss Monthly Meeting Schedule

Member Tomanek provided an explanation as to why a set meeting date and time would be beneficial for the group. City Administration will poll board members for their availability to meet monthly and provide options for the board to meet on a regular basis. The consensus of the group was to hold meetings in the Tom Baker Meeting room in the City/County building as the room has the equipment to provide meeting transparency for the public.

6. General Discussion / Q&A

Member Gardner asked for an explanation of when a member would need to recuse themselves from items due to a conflict of interest. Dan Fenton, Managing Director with Jones Lang LaSalle IP, Inc. (JLL), explained that it is common for conflicts of interest to be disclosed in a conflict of interest statement, and that the members may participate in discussion but abstain from voting on matters such as pricing or contracts that directly affect them. The board can also decide whether recusal is necessary, and in some cases the individual may voluntarily step away to avoid any appearance of conflict.

7. JLL Presentation and Next Steps

Dan Fenton and Mitchel Anzivino, representatives of JLL, attended the meeting to answer questions the board may have regarding the proposed contract with Oak View Group, the selected vendor to manage operations at the Bismarck Event Center. Discussion followed with each board member having the chance to ask questions and provide feedback on the proposed contract. JLL staff will apply feedback received to the contract.

Member Grossman moved to have JLL apply the comments to the contract and then present it to OVG, and Member Wilson seconded. Upon a roll call vote, all voted aye. M/C.

8. Other Business

ADJOURN

There being no further business to discuss, the meeting adjourned at 3:00 PM.

Capital Improvement Plan for the

BISMARCK EVENT CENTER

Bismarck, ND

September, 2025


50 YEARS
Home

CONTENTS

1. Project Overview

1.1 Team Members

City of Bismarck

Michael Schmitz, Mayor
Jason Tomanek, City Administrator
Doug Wiles, Assistant City Administrator
Dmitriy Chernyak, Finance Director
Eric Lund, Finance Department
Amanda Yellow, Interim Events Center Director

Design Team

Jeff Ubl, Ubl Design Group
Jennifer Sikes, Ubl Design Group
Sydney Seamands, Ubl Design Group
Wes Gullicks, Apex Engineering
Blake Wagner, Prairie Engineering

1.2 Introduction: What is a Capital Improvement Plan?

A Capital Improvement Plan shows the future planning of capital improvements such as building maintenance, renovation work, and new construction. The CIP identifies the specific budget cycle where projects will happen. A CIP is often confused with a Master Plan. While Master Plans are helpful tools, a CIP differs from a Master Plan by identifying projects by matching them with their funding source.

1.3 Project Goals and Benefits

The Event Center is a very complex collection of buildings that hosts an even wider variety of events. From State basketball tournaments, to rodeos, to wedding receptions, the BEC is home to them all. Over the past several years, there have been many questions raised about the Events Center. A few of the most common questions include the following.

- What is the physical condition of the entire building and is the deferred maintenance insurmountable?
- How is the building used, and can it be adapted to the desired uses of the community?
- What is the future potential of this building and is it possible to expand this building to meet future needs?

The current BEC staff and City Commission are committed to ensuring that the BEC is maintained and prepared for future industry changes. The Design Team used the key concepts identified in the adjacent table as a set of tools to discern ideas and information presented to them by the BEC staff and Core Team members.

Project Goals and Benefits

GENERATES REVENUE

Projects in this category would increase the revenue generating potential within the BEC. Project examples would include the addition of a catering kitchen or a ballroom within the Convention Center.

IMPROVES VENDOR EXPERIENCE

BEC staff receives vendor feedback on everything from the loading docks to the internet availability. Addressing noted concerns will improve the vendor's experience and likely influence their future decisions on whether to return to the BEC or not. Projects that would improve the vendor's experience would include items such as having a dedicated internet connection for vendor sales only, expanding the lobby area, and having an additional loading dock.

IMPROVES CUSTOMER EXPERIENCE

Projects in this category would include work in both the public and private areas of the building. For example, addressing deferred maintenance items such as the chiller replacement ensure that the building will be at a comfortable temperature for everyone. Projects in the public areas of the building include addressing ADA concerns throughout, improving wayfinding, and adding security cameras throughout the building and parking lot.

IMPROVES STAFF WORK ENVIRONMENT

The current BEC staff offices need to be modernized. The finishes were installed in 2004 and need replacing. Additionally, the furniture is outdated and uncomfortable. Modern, ergonomic furniture is designed with a person's health and comfort in mind and should be integrated into administrative spaces. These changes would boost the morale of all employees as well as present a modern, professional image to all potential vendors and clients.

IMPROVES SAFETY

Everyone can agree that the safety of the public and BEC employees should be a top priority. Projects that would address safety concerns would include the addition of security cameras throughout the BEC building and parking lots, and better wayfinding throughout.

SOLVES URGENT NEED

Within the deferred maintenance category, there are a handful of items that can be considered "urgent" needs. Specifically, replacing the air handling units, the boilers, and controls serving the arena are all agreed upon to be an urgent need. Addressing security concerns within the arena as well as completing a facility-wide wayfinding project are also top priorities.

IMPROVES EFFICIENCY

Many of the proposed projects in the above categories will also improve efficiency. These improvements could be in the form of energy efficiency. This will be attained with more modernized HVAC or electrical systems. Efficiencies in the form of improving staff members' and vendors' experiences will also be seen. For example, utilizing digital signage throughout would improve wayfinding, decreasing confusion about event locations, particularly when room locations are changed at the last minute.

FORWARD THINKING

The direction given to the design team for the study was to identify ways to better care for the existing building. However, it was clear that all decisions should be made with the mindset of preparing for, or at least not limiting, future expansions or potential new uses for the building. The design team kept this philosophy in mind as we prioritized projects and limited or expanded their scope to prepare the building for future projects.

1.4 Process and Timeline

The following is an outline of the process the Design Team followed throughout the development of the CIP.

Monthly Core Team Meetings:
1st & 3rd Thursday each month @ 8am

Key Dates:
Core Team Meetings: 1st & 3rd Thursday each month @ 8am

City Commission Meeting: April 22, 2025 @ 5:15pm

City Commission Workshop: April 29

Delivery of Final Report - following incorporation of workshop comments

November 2024

Task 1: Existing Conditions
- Review past report(s)
- Review past masterplans
- Conduct facility tours
- Preliminary findings report

December 2024

Task 2: Listening Sessions
- Staff interviews
- Stakeholder interviews
- Preliminary findings report

January 2024

Task 3: CIP Assembly
- Categorize needs
- Review priorities
- Plan scenario(s) development
- Plan testing
- Cost estimating
- Preliminary CIP submittal

February 2025

Task 4: CIP Funding
- Review funding sources
- Review funding alternatives
- Align 5-year plan with funding
- Align 10-year plan with funding
- Implementation planning

March 2025

Task 5: Completed Plan
- Submit for review
- Presentations
- Execute the plan

April 2025

2. Project Research

2.1 Summary of Staff Interviews

Interviews with Events Center staff were a key part of the CIP process, as those discussions yielded helpful dialogue. We met twice with the entire staff, and interviewed them in groups based on their expertise.

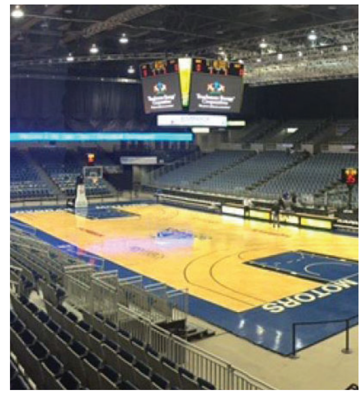
- Facilities Maintenance
- Sales Team
- Food and Beverage Team
- IT/ Audio Visual Team
- Executive Team

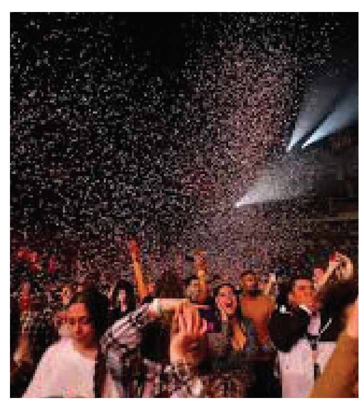
The following questions were asked of the Event Center staff to start the discussion:

- How is this facility currently being used?
- What current limitations are there?
- How could this facility be used in the future?
- What improvements or additions are needed to make that happen?
- What maintenance items are needed?
- Which items are urgent?
- Is it wise to continue to invest in this facility?

Common themes became apparent as we listened to each team share about their experience and what they would like to see happen in the future. In summary, the groups felt strongly that attention should first be given to the deferred maintenance in the buildings. Specifically, the deferred maintenance, with the arena's HVAC system and building shell was a common concern among all staff. For a full list of items and discussion, please refer to Appendix 1.

It was noted that several events, shows, etc., decided not to book this facility each year due to inadequate meeting room space and/or absence of a ballroom.





2.2 Facility Tour Findings

The design team toured the entire facility with the staff to discuss all HVAC needs. Analysis of these facility findings became a turning point in the CIP process. It became apparent that the magnitude of deferred maintenance exceeded what was anticipated. From this point on, the design team began to place projects in three general categories: urgent needs, short-term needs, and long-term needs.

Examples of Urgent Needs

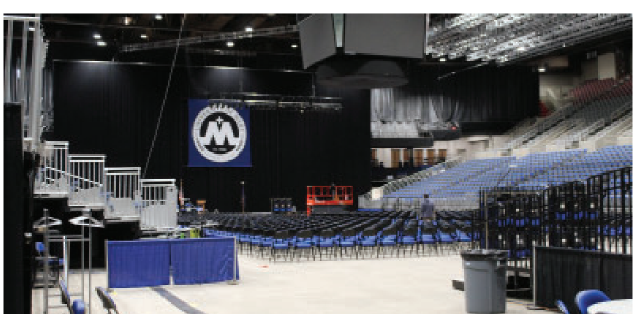
- HVAC modernization throughout the Arena
  - » In summary, this includes items such as replacing air handlers, chillers, boilers, and piping throughout the Arena
- Modernization of and ADA compliance within restrooms, particularly in the Arena
- Arena roof replacement
- Parking lot D paving replacement
- Updating controls throughout the Exhibit Halls and Arena

Examples of Short-Term Needs

- Signage and Wayfinding updating and modernization throughout entire facility
- Exhibit Hall modernization
  - » Includes finishes throughout, furnishings, and updating for ADA compliance
- Design and construction of a catering kitchen with the Exhibit Hall

Examples of Long-Term Needs

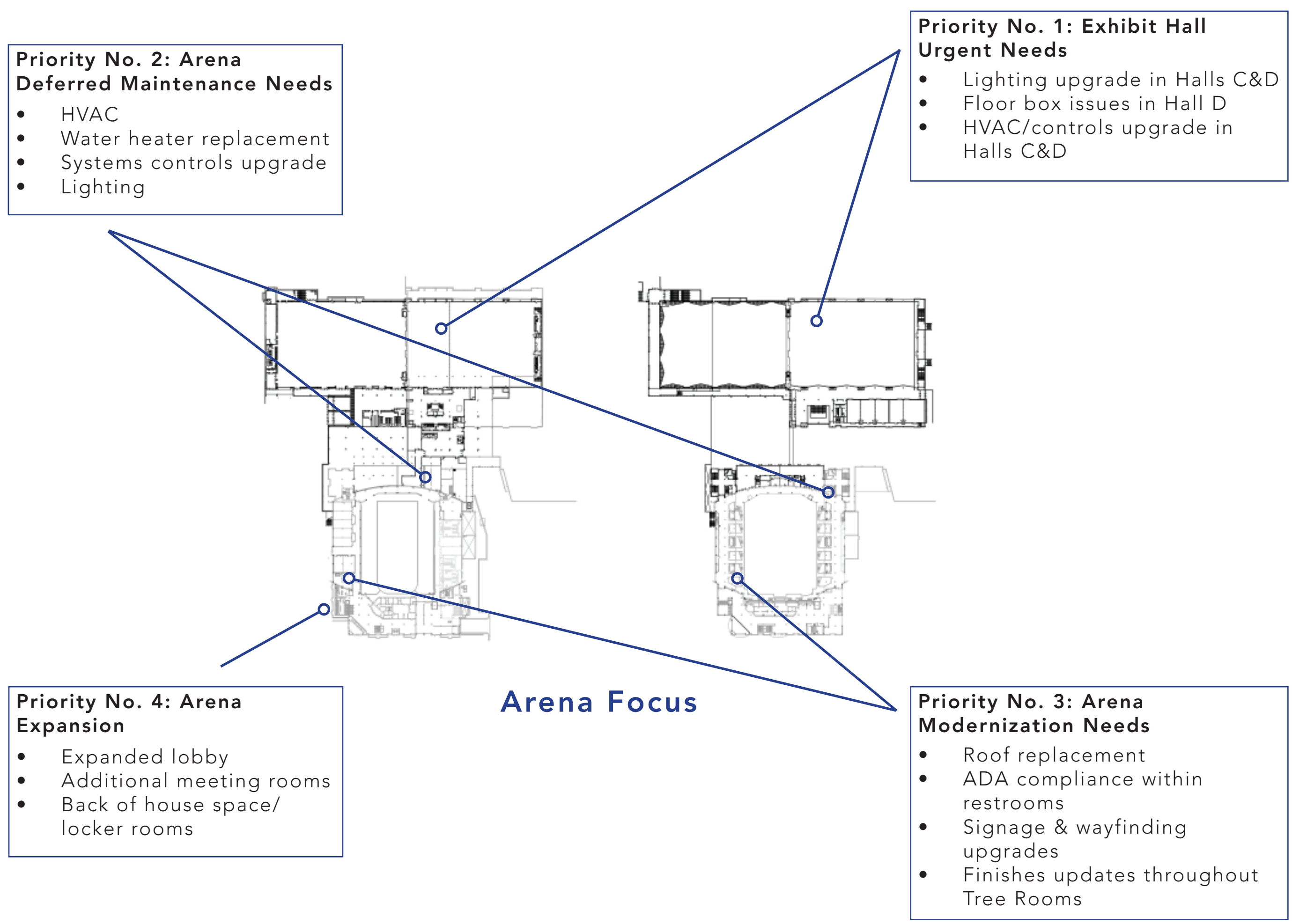
- Lobby expansion at the Arena
- Addition of a ballroom at the Exhibit Hall



3. Project Analysis

3.1 Prioritizing Needs: Arena Focus vs. Convention Focus

Following the realization that the magnitude of project needs and wants was far greater than the funding available currently or forecasted, the design team analyzed two approaches to the CIP. These two approaches were presented and discussed with both the Core Team and the Event Center staff. The first approach was the “Arena Focus”. In this approach, the urgent needs in the Exhibit halls would be taken care of first and then all attention and funds would be directed towards the Arena.

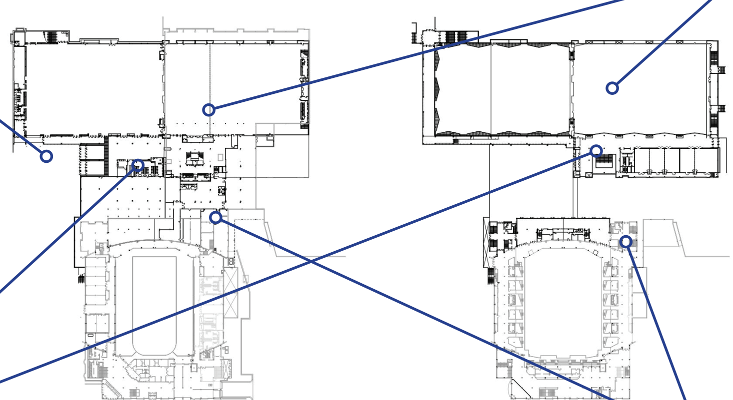


Arena Focus

The second approach that was discussed was the "Convention Focus". In this approach, the urgent needs in the Arena would be taken care of first and then all the attention and funds would be directed towards the Exhibit Halls. The revenue generating capabilities of the exhibit halls were an important consideration. The facility as a whole would benefit from the exhibit halls having more amenities that are found in a typical convention center. This may also help to attract a hotel partner. The revenue generated would help to pay for the renovations in both the exhibit halls and future arena projects.

Priority No. 4: Exhibit Hall Expansion
- Catering kitchen
- Expanded lobby
- Additional meeting rooms
- Ballroom

Priority No. 2: Exhibit Hall Urgent Needs
- Lighting upgrade in Halls C&D
- Floor box issues in Hall D
- HVAC/controls upgrade in Halls C&D



Priority No. 3: Exhibit Hall Modernization
- Roof replacement
- ADA compliance within restrooms
- Signage & wayfinding upgrades
- Finishes updates throughout Tree Rooms

Convention Focus

Priority No. 1: Arena Deferred Maintenance Needs
- HVAC
- Water heater replacement
- Systems controls upgrade
- Lighting

4. Capital Improvement Plan

4.1 Capital Improvement Plan Summary & Recommendations

The charts shown on page A1 of the Appendix shows the design teams recommendations for addressing urgent and short-term needs.

The design team further recommended the formation of a Technical Advisory Committee. Given the complexity of the existing building, the extensive public use of the building, and the financial constraints on this building, we recommend that a committee be formed to advise on the implementation of the CIP. This committee would be comprised of people with various roles, each one bringing their own expertise and experience to the table.

Examples of committee members would be as follows:

A. City Commission Portfolio Holder
B. City Finance Member
C. Events Center Staff members TBD
D. Design Team

The design team worked closely with the City's financial department to analyze when funding would be available throughout the next 10 years. Considerations were given to the amount of Bed and Booze Tax available, the remaining debt service to be paid off, and how citizens would feel about borrowing money both internally or externally.

A list of smaller, ala cart items were also identified. It was decided that as fiscal years come to a close, if there are still funds available, then staff could select smaller, stand-alone projects to tackle as they are able to. These projects fall into the category of "One-time Expenditures". Please note that in the years 2025 and 2026, the amount in this account is larger than in a typical year. The rational being, it is important for urgent needs to be taken care of sooner rather than later. Once these urgent needs are met, there should be less one-time expenditures in any given year. More money can be directed to the larger projects.

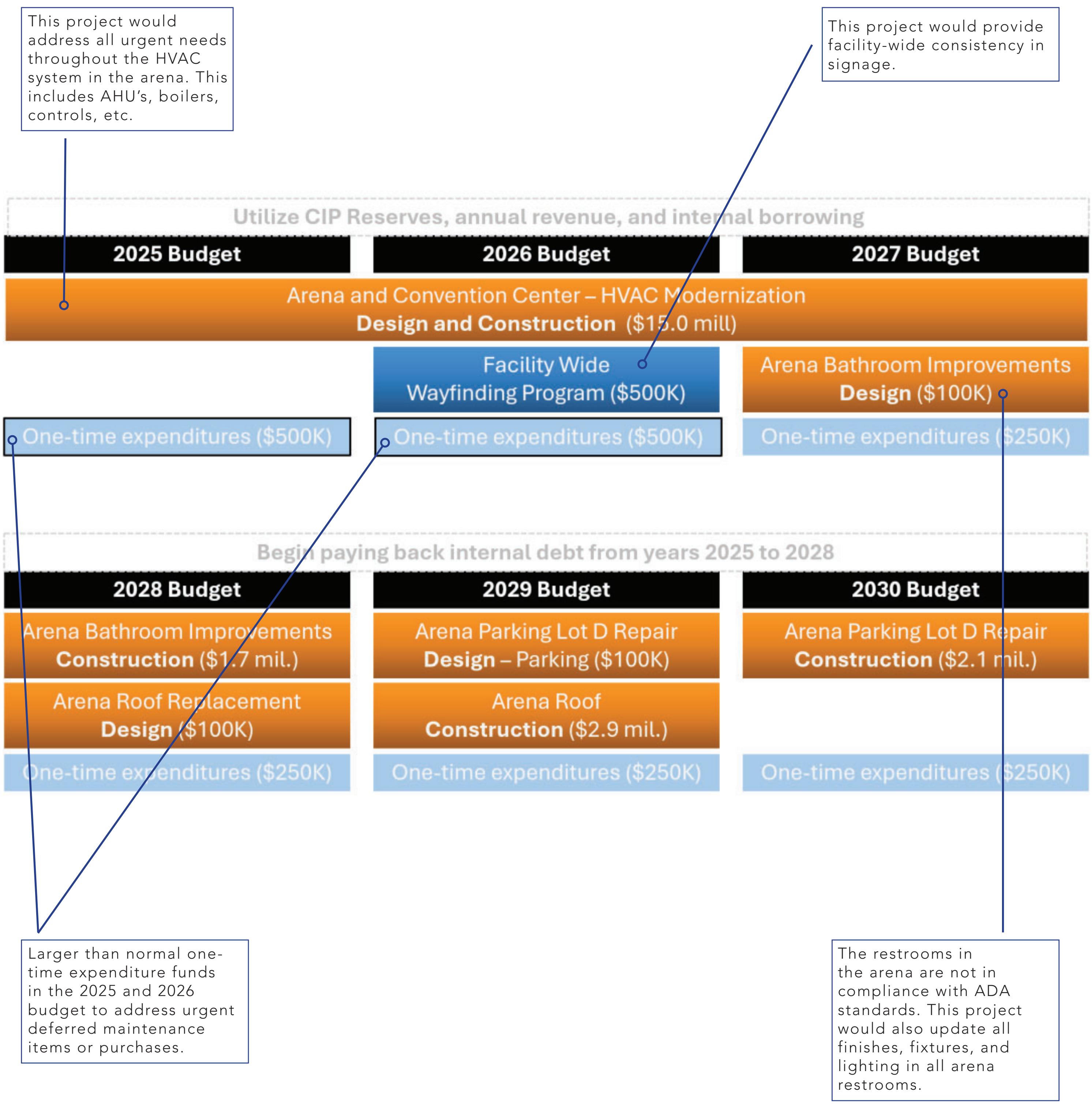
The Core Team demonstrated a commitment to preserving funds for emergency use. This spending category is not shown on the following charts.

The chart on page A2 of the Appendix, outlines the projects proposed and related funding sources for the next 6 years (including 2025).

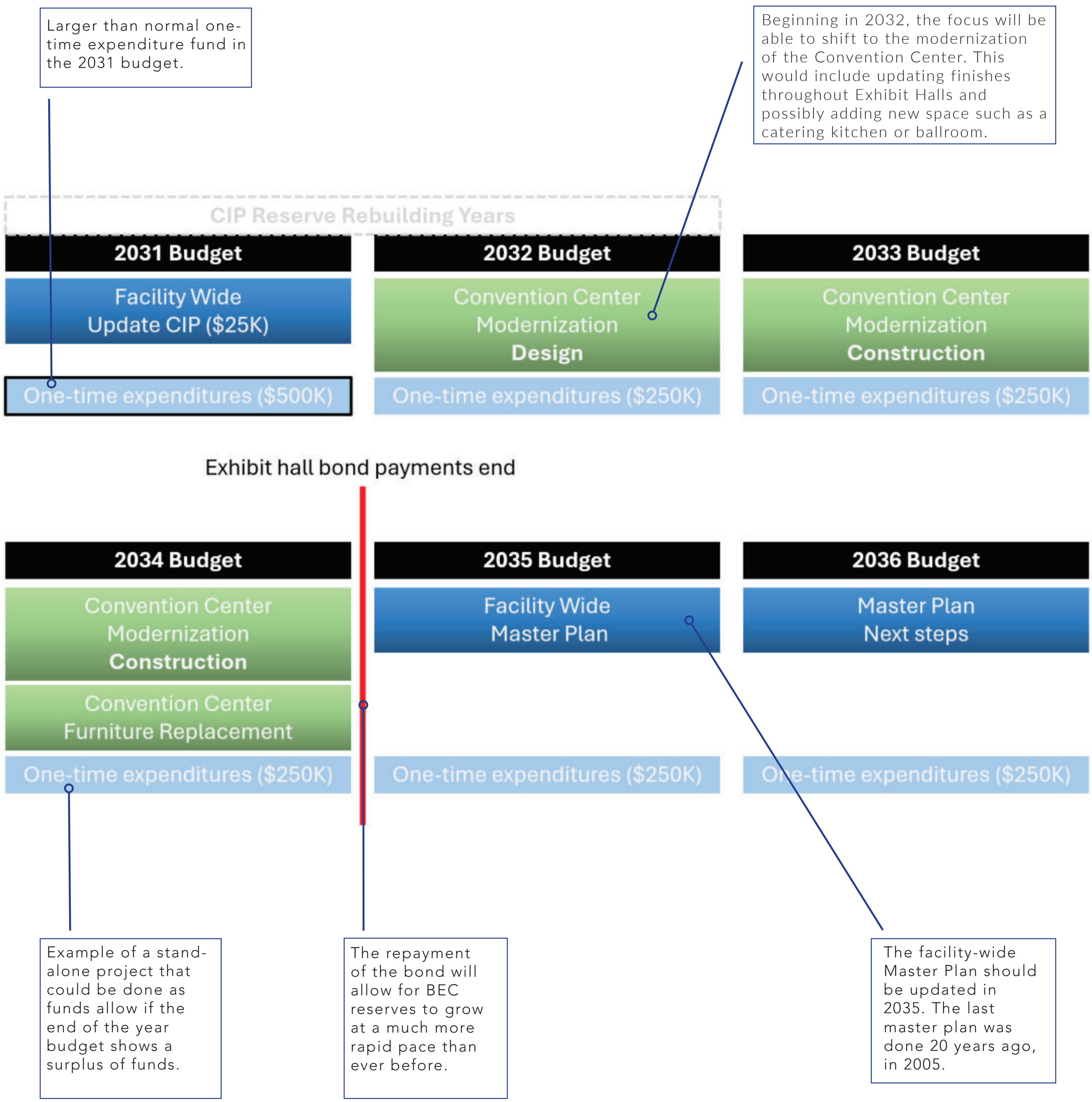
To remain effective, the Capital Improvement Plan should be updated annually in order for the staff to consistently have a 5 to 10-year outlook on spending. If followed, this CIP will act as a guide for Event Center Staff and future City Commissions to help address building maintenance and expansion needs through future budget cycles.

5. Appendix

5.1 Capital Improvement Plan - 5 Year Outlook

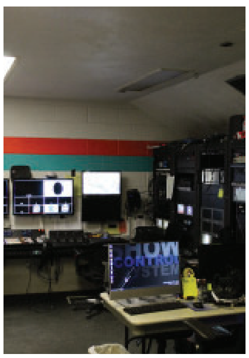


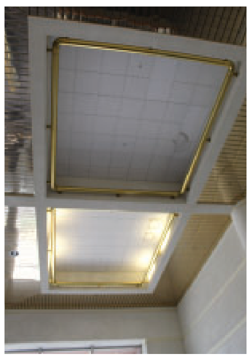
5.2 Capital Improvement Plan - 10 Year Outlook

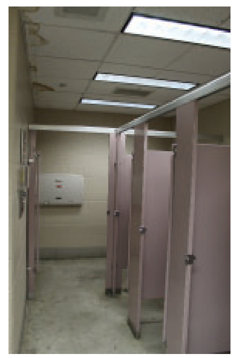


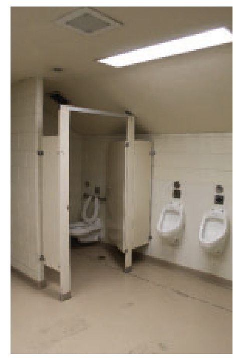
5.3 Photos to Support Findings

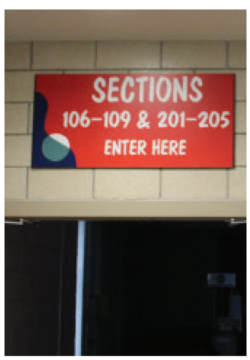
- Convention Center Furnishings
- Arena Finishes & Furnishings
- Convention Center Finishes & Furnishings
- Arena Restrooms
- Convention Center Restrooms
- Interior Signage & Wayfinding
- Exterior Signage & Wayfinding

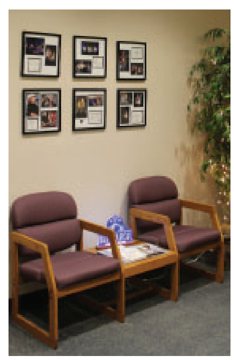


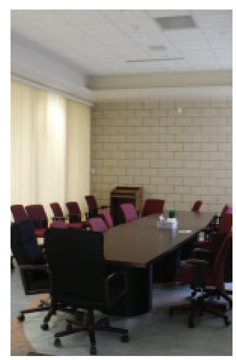












5.4 CIP Tables for Individual Projects

Item No. 1: Summary of all Building Needs

Smaller, primarily independent projects or capital expenditures to be completed when end of the year budget shows a surplus. The icons shown in the "Benefits" category are described more fully in the Project Goals and Benefits Section found on page 6.

Many of these projects could be completed as stand-alone projects. However, it is important to consider the timing of related work or work adjacent areas before proceeding. For example, the ceilings in all Arena concourses need to be replaces or updated. However, it is recommended that this project be paired with the replacement of all overhead piping, HVAC work, electrical/lighting, replacement, and fire alarm upgrades.

Benefits

GENERATES REVENUE

IMPROVES SAFETY

IMPROVES VENDOR EXPERIENCE

SOLVES URGENT NEED

IMPROVES CUSTOMER EXPERIENCE

IMPROVES EFFICIENCY

IMPROVES STAFF WORK ENVIRONMENT

FORWARD THINKING

ARENA PROJECTS

Project Name	Benefits	Notes
Recarpeting staff offices		This project was completed as a stand alone project in the Spring of 2025.
Removing vinyl wall coverings & painting staff offices		
Paint concourses		
Recarpet Tree Rooms		
Paint Tree Rooms		
Install monitors/ sound system in Tree Rooms		
Remodel South Concessions		
Remodel East and West Concessions areas		
Replace or repair large light fixture at Arena Lobby		
Replace exterior doors as needed		
Install/ upgrade fall protection		
Update all office and conference room furniture		
HVAC Modernization		Project will be designed in 2025 and construction will span the 2026 & 2027 budget cycles.
Arena Bathroom Improvements		Project will be designed in 2027 and construction is budgeted for 2028.
Arena Roof Repairs		Project will be designed in 2028 and construction is budgeted for 2029.

EXHIBIT HALL PROJECTS

Project Name	Benefits	Notes
Replace Ballroom carpet tiles		
Replace operable partitions on Halls A-D		
Replace damaged floor boxes in Halls A-D		
Add hospitality-type seating throughout Exhibit Hall Lobbies		
Purchase additional ice machine		
Purchase new basketball floor		
Purchase new regulation basketball hoops		

FACILITY-WIDE PROJECTS

Project Name	Benefits	Notes
Re-surface Lot D parking lot		Project will be designed in 2029 and construction is budgeted for 2030.
Update and modernize Wayfinding throughout facility		Project will be designed in 2025 and construction is budgeted for 2026.
Facility-wide security camera upgrade/ modernization		

5.5 Individual Project Descriptions

5-Year Capital Improvement Program

Project Number	BEC - 101						
Project Name	Arena and Exhibit Halls – HVAC Modernization						
Project Description	This project would address the deferred HVAC maintenance throughout the Exhibit Halls and the Arena. Work within this project would include replacing all air handlers, boilers, chillers, and upgrading/ modernizing all controls.						
	Prior Years	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Estimated costs:	$ -						
Design							
Construction	-	-	6,000,000	6,000,000	3,000,000	-	
Total							$ 15,000,000
Project Funding	$ -						
B&B tax	-						
City	-						
Revenue	-						
Total	$ -						$ 15,000,000

Project Number	BEC - 102						
Project Name	Facility-wide Wayfinding Program						
Project Description	This project would address the facility-wide confusion that vendors and patrons often experience. For example, there is confusion regarding the names of the two main buildings, the meeting rooms i.e. tree rooms in the Arena can be difficult to find when coming from the Prairie Rose Rooms. It can also be difficult to direct patrons to specific exhibit halls when multiple events are going on at the same time. This project would also provide uniformity and updates to all building signs throughout both buildings.						
	Prior Years	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Estimated costs:	$ -	-	-	-	-	-	
Design	-	-	-	-	-	-	
Construction	-	500,000	-	-	-	-	
Total							$ 500,000
Project Funding	$ -	-	-	-	-	-	
B&B tax	-	-	-	-	-	-	
City	-	-	-	-	-	-	
Revenue	-	-	-	-	-	-	
Total	$ -	-	-	-	-	-	$ 500,000

Project Number	BEC - 103						
Project Name	Arena Bathroom Improvements						
Project Description	Except for the 2015 exhibit hall expansion, all the rest of the restrooms within the older Exhibit Halls and the Arena do not meet current ADA standards. For example, there is adequate turning radii in the restroom and the individual ADA stall, insufficient clearances at fixtures, and insufficient clearances and doorways. This project would also include modernizing all HVAC and electrical work throughout the restrooms as well as updating all finishes.						
	Prior Years	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Estimated costs:	$ -						
Design	-	-	-	$100,000	-	-	
Construction	-	-	-	-	$1,700,000	-	
Total							$ 1,800,000
Project Funding	$ -						
B&B tax	-						
City	-						
Revenue	-						
Total	$ -						$ 1,800,000

Project Number	BEC - 104						
Project Name	Arena Roof Replacement						
Project Description	The current roof is approximately thirty years old. Although it has been repaired extensively, the entire roof needs to be replaced in the near future.						
	Prior Years	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Estimated costs:	$ -						
Design	-	-	-	-	$100,000	-	
Construction	-	-	-	-	-	$2,900,000	
Total							$ 3,000,000
Project Funding	$ -						
B&B tax	-						
City	-						
Revenue	-						
Total	$ -						$ 3,000,000

Project Number	BEC - 105						
Project Name	Arena Parking Lot D Repair						
Project Description	Parking Lot D has been patched extensively, and minor repairs have been done throughout the years. However, the entire parking lot should be replaced in the next 2 to five years. This project would also include upgrading security cameras, fencing, lighting, and landscaping at the perimeter of the parking lot.						
	Prior Years	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Estimated costs:	$ -						
Design	-	-	-	-	$100,000	-	
Construction	-	-	-	-	-	$2,900,000	
Total							$ 3,000,000
Project Funding	$ -						
B&B tax	-						
City	-						
Revenue	-						
Total	$ -						$ 3,000,000

SALES MANAGER SECTION

1. Sales Manager Name:
2. Did you feel the Sales Manager was an "expert" (e.g. offered enhancements, asked questions, anticipated needs)?
3. Did you feel the Sales Manager offer an "Enhancement Package" by proactively solving a problem or by providing relevant solutions or recommendations that had a positive effect on your event?
4. You answered 'No' to the previous question. Please let us know why below:
5. Did the Sales Manager respond promptly to all questions or correspondence?
6. Did the Sales Manager provide a quote that correctly reflected all services discussed?
7. Did the Sales Manager effectively manage the transition of your event to your event manager (e.g. the event manager was knowledgeable of all relevant event details, had new ideas on how to support your priorities and did not ask repeat questions in the process)?
8. Based on the services and advice received during the sales process, rate our Sales Manager performance from 1% to 100%.
9. Based on your experience with the Sales Manager, how likely are you to recommend [VENUE NAME] to friends or family? With '0' being not at all likely and '10' being extremely likely.

EVENT MANAGER SECTION

10. Event Manager Name:
11. When you came to the facility for a walk-through with your Event Manager, did you feel the event manager had anticipated and understood your needs and was ready to consult on opportunities for you?
12. Did you feel that the Event Manager demonstrated real skill and authority, meaning you felt that they made quick decisions/responses, provided results, and that they really helped you to the point of being consultative?
13. Did you feel that the Event Manager was your go-to person and the primary contact, with authority, for all aspects of your event including onsite or offsite vendors?

14. If you worked with onsite audio-visual or technical services, did you feel that your Event Manager stayed involved and helped confirm all relevant details?
15. Did the Event Manager anticipate and handle all or most of your offsite needs (e.g. transportation, registration, etc.)?
16. When dealing with all vendors (onsite or offsite), did it feel like the Event Manager acted in your best interest and stayed involved?
17. Did your event run smoothly/seamlessly without any problems?
18. Did your Event Manager add value by bringing new approaches to your event?
19. You answered 'No' to the previous question. Please let us know why below:

EVENT STAFF SECTION

20. Did you interact with an event staff team member during your event?
21. Did the event staff team members smile, make eye contact and ask how else they could assist you?
22. Did the event staff team members exhibit a strong willingness to help?
23. Did your experience with the event staff team members make you feel encouraged to approach other event staff team members throughout your event?

AUDIO/VISUAL SECTION

24. Did you utilize Audio/Video?
25. Did the AV team set up a pre-meeting with you on the day of the event to walk you through, test your AV setup and answer all your questions?
26. Did the AV team ask specific questions and offer suggestions relative to your needs to ensure you received the exact equipment necessary to run a successful event?
27. Did the quality of AV equipment exceed you and your guests' quality expectations?
28. Did all experiences with AV run seamlessly with no hiccups?

FOOD AND BEVERAGE SECTION

29. Did you utilize the Food and Beverage services?

30. Which aspects of the food and beverage service did you experience at your event?
31. How would you rate the overall quality of the food provided?
32. If a meal service was a part of your event, did you feel that the service delivered an elevated and unique experience for you and your attendees?
33. Were your interactions with the front-of-the-house food and beverage team members engaging?
34. Did front-of-the-house food and beverage team members make you feel valued and anticipate your needs?
35. Were all food and beverage areas kept in pristine condition (e.g., serving areas were free of empty plates and cups, napkins were cleared, garbage cans were not overflowing, etc.)?
36. Did you feel that we provided an elevated and/or innovative food and beverage experience that was unique?
37. Did you utilize the concessions?
38. Considering all components of Food and Beverage Services and/or Restaurant and Cafe Services received, rate your overall satisfaction on a scale of 1% - 100%.

HOUSEKEEPING AND CLEANING SECTION

39. Did you visit the restroom during your event?
40. What was your initial impression when visiting one of the restrooms?
41. Based on your overall experience, did you feel that the cleanliness standards met or exceeded your expectations?
42. Did you utilize a breakout room during your event?

SAFETY AND SECURITY SECTION

43. Did you feel safe during your event?
44. Did your event require you to move in and move out?

INFORMATION TECHNOLOGY SECTION

45. Did you use the FREE available broadband/Wi-Fi during your event?

46. Did you purchase any additional IT services from [VENUE NAME]?
47. The available bandwidth at your event...
48. Did our Event Manager consult with you and offer suggestions based on your attendees' needs?
49. You answered 'No' to the previous question. Please let us know why below:
50. Did our Event Manager provide recommendations on how to deliver the highest quality event regarding bandwidth and functionality?
51. You answered 'No' to the previous question. Please let us know why below:
52. Did your exhibitors have a seamless IT experience at your event?

OVERALL EXPERIENCE SECTION

53. Based on ALL services received for your event at [VENUE NAME], please provide an overall rating score from 1% to 100%.
54. First and Last Name:
55. Name of your event:
56. Date of your event:
57. Estimated number of attendees:
58. Would you like someone to follow-up with you regarding your feedback?

SCORING REFERENCE:

- 90% - 100% - Distinctive, Outstanding
- 85% - 89% - Excellent, Great
- 80% - 84% - Good, Satisfactory
- 70% - 79% - Just Average
- Below 70% - Below Average

Leadership Code for Elected Officials

City of Bismarck

Adopted by the City Commission:

August 27, 2024

The Four R's of the City of Bismarck's Government Leadership:

- Roles
- Responsibilities
- Respect
- Representation

Contents

The constant and consistent theme throughout the Leadership Code is "respect."

Commissioners are confronted with difficult decisions and tremendous stress in making those decisions that may impact thousands of lives. Despite these pressures, elected officials are called upon to always exhibit appropriate behavior. Demonstrating respect for each individual through words and actions is the touchstone that can help guide Commissioners to do the right thing in even the most difficult situations.

Overview of Roles, Representation & Responsibilities

Supporting resources that define the roles and responsibilities of elected officials are the City of Bismarck Charter, Ordinances, and the North Dakota Century Code.

Mayor (President of the Board)

- The Executive Officer of the City of Bismarck is the Mayor. (Bis.Ord. 2-03-05(3))
- Acts as the official head of the City for all ceremonial purposes
- Chairs Commission meetings (Bis.Ord. 2-03-05(1))
- Recognized as spokesperson for the City
- Selects substitute for City representation when Mayor cannot attend (selection is subject to acceptance of request)
- Makes judgment calls on proclamations, Special Orders of the Day, etc.
- Recommends subcommittees as appropriate for Commission approval
- Serves as the liaison between the Commission and the City Administrator
- Leads the Commission into an effective, cohesive working representative body on behalf of the citizens
- Signs documents on behalf of the City

Serves as official delegate of the City to events and conferences Vice President of the Commission

- Performs the duties of the Mayor if the Mayor is absent or unable (Bis.Ord. 2-03-06)
- Chairs Commission meetings at the request of the Mayor
- Represents the City at ceremonial functions at the request of the Mayor

Commissioners

All members of the City Commission, including the Mayor, have equal votes. No Commissioner has more power than any other Commissioner, and all should be treated with equal respect. City Commission members are elected at-large from within the boundaries of the City of Bismarck. It is the role of a commissioner to represent all residents of city.

All Commission members should:

- Fully participate in City Commission meetings and other public forums while demonstrating respect, kindness, consideration, and courtesy to others
- Prepare in advance of Commission meetings and be familiar with issues on the agenda
- Schedule regular meetings with the department directors of their assigned portfolios
- Recognize their role as a governing body for City Government, directing management issues to the appropriate director or City Administrator for resolution

- Represent the City at ceremonial functions at the request of the Mayor
- Place activities and events on the Commission's activities calendar that invite official participation of all Commissioners. A list of the activities of individual Commissioner may also be submitted for public record at the option of the Commissioner.
- Be respectful of other people's time. Stay focused and act efficiently during public meetings.
- Serve as a model of leadership and civility to the community
- Inspire public confidence in Bismarck government
- Provide contact information to City Hall in case an emergency or urgent situation arises while the Commissioner is out of town
- Demonstrate honesty and integrity in every action and statement
- Monitor Bismarck's progress in attaining its goals and objectives while pursuing its mission.
- Participate in scheduled activities to increase government effectiveness and review Commission procedures as it benefits the citizens and stakeholders of Bismarck.

Commission Chair

The Mayor will chair official meetings of the City Commission unless the Vice President of the Commission or another Commissioner is designated as Chair of a specific meeting.

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

Policies & Protocol Related To Conduct

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 Commission. If yes, then the Mayor will recommend which Commissioner (selection is subject to acceptance of request) should be asked to serve as a substitute. Invitations received at City Hall are presumed to be for official City representation. Invitations addressed to Commissioners at their homes are presumed to be for unofficial, personal consideration.

Correspondence Signatures

Commissioners do not need to acknowledge the receipt of correspondence, or copies of correspondence, during Commission meetings. City staff will prepare official letters in response to public inquiries and concerns. These letters will carry the signature of the Mayor unless the Mayor requests that another Commissioner or City staff sign the document(s). If correspondence is addressed only to one Commissioner that Commissioner should check with staff on the best way to respond to the sender and to insure records retention rules are followed.

Endorsement of Candidates

Commissioners may endorse candidates for Commission seats or other elected offices but must state that it is their personal endorsement and not on behalf of the City of Bismarck. It is inappropriate to mention endorsements during Commission meetings or other official City meetings.

Non-agenda Items/Suspension of the Rules

During a designated period of the agenda (Public Comment), citizens, Commissioners, and staff may bring forth issues or questions that are on the meeting's agenda, excluding public hearing items. Each speaker may be limited to five minutes as determined by the Chair and should provide the item number on the agenda and their name for the record. In the event a non-agenda item is mentioned, the Chair should provide an appropriate contact for the individual, whether it is a portfolio holder or a staff, to address the concern so that it can be either resolved or all information briefed when it comes before the full Commission.

Public Meeting Hearing Protocol

The Chair has the responsibility to run an efficient public meeting and has the discretion to modify the public hearing process in order to make the meeting run efficiently.

The applicant or appellant has the right to speak first. Speakers representing either pro or con points of view will be allowed to follow. The Chair may limit the presentation time to five minutes so multiple individuals are allowed to share their perspective. The applicant or appellant will be allowed to make closing comments. Yielding time does not apply to public hearings or public comment as the public is not a member of the legislative body nor are the time frames listed creating a debate under Robert's Rules of Order.

Commissioners will not express opinions until after the public hearing portion is closed, as their minds should not be decided until they have heard from the public who wish to comment. They may ask pertinent questions of the speaker or staff. If a Commissioner votes against a motion, the discussion after the motion is made or commentary prior to vote should explain the rationale so that the public can understand the minority opinion.

Main motions may be followed by amendments, followed by substitute motions. Any Commissioner can call for a point of order. Only Commissioners who voted on the prevailing side may make motions to reconsider, which must occur on the same day as the vote on the original motion. A motion to rescind can be made at any time prior to action occurring on the motion but has different requirements depending upon where and when the motion will be heard. Commissioners who desire to make the first motion on issues which they feel strongly about should discuss their intention with the Chair in advance of the Commission meeting.

Commission Conduct with One Another

Commissions are composed of individuals with a wide variety of backgrounds, personalities, values, opinions, and goals. Despite this diversity, all have chosen to serve in public office to represent, preserve and protect the community. In all cases, this common goal should be acknowledged even as Commission may agree to disagree on contentious issues.

In Public Meetings

- Use formal titles - The Commission should refer to one another formally during public meetings as Mayor, Chair or Commissioner followed by the individual's last name.

- 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 Commissioners to make belligerent, personal, impertinent, slanderous, threatening, abusive, or disparaging comments. Shouting, disrespectful language or physical actions that could be construed as threatening or damaging to someone's reputation will not be tolerated.

- Honor the role of the Chair in maintaining order - It is the responsibility of the Chair to keep the comments of Commissioners on track during public meetings. Commissioners 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 procedure.

- Avoid personal comments that could offend other Commissioners - If a Commissioner is personally offended by the remarks of another Commissioner, the offended Commissioner should make notes of the actual words used and call for a "point of personal privilege" that challenges the other Commissioner to justify or apologize for the language used. The Chair will maintain control of this discussion.

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

In Private Encounters

- 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.

  Be aware written notes, voicemail messages, and e-mail may be distributed without your permission - Technology allows all words written or said, to be distributed to the masses. All communication should be treated as public communication, subject to open records requests.

- Private conversations can have a public presence - Elected officials are always on display – their actions, mannerisms, and people around them that they may not know monitor language. Lunch table conversations will be eavesdropped upon, parking lot debates will be watched, and casual comments between individuals before and after public meetings noted.

Commission Conduct with City Staff

The primary responsibility of the Commission is the formulation and evaluation of policy. Routine matters concerning operational aspects of the City are to be delegated to the professional staff. Governance of a City relies on the cooperative efforts of elected officials, who set policy, and City staff, who implement and administer the Commission's policies. Therefore, every effort should be made to be cooperative and show mutual respect for the contributions made by each individual for the good of the community. The City's organizational charts are established to provide the appropriate chain of command for interactions.

- **Treat all staff as professionals**
  Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. Poor behavior towards staff is not acceptable.

- **Limit contact to specific City staff**
  To allow for City Directors to manage workflow in their departments, questions of City staff and/or requests for background information should be directed to the City Administrator, Finance Director, Public Works Directors, Chief of Police, City Attorney, or City Officers. When in doubt about what staff contact is appropriate, Commissioners should ask for direction from the City Administrator. This does not prohibit a commissioner from having conversation with City of Bismarck staff when they happened to meeting them in a causal setting. In fact, it should be encouraged to engage, just be respectful of their personal time. Materials supplied to a Commissioner in response to a request will be made available to all members of the Commission so that all have equal access to information. Commission members should develop a working relationship with the City Administrator wherein current issues, concerns and projects can be discussed comfortably and openly.

- **Do not disrupt City staff from their jobs**
  Commissioners should not disrupt City staff while they are in meetings, on the phone, or engrossed in performing their job functions in order to have their individual needs met.

- **Never publicly criticize an individual employee**
  Commission should never express concerns about the performance of a City employee in public, to the employee directly, or to the employee's supervisor. Comments about staff performance should be made to the appropriate City Officer (City Administrator, Finance Director, Chief of Police or Public Works Director/City Engineer) through printed correspondence or conversation.

- **Do not get involved in administrative functions**
  Commissioners 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.

- **Check with City staff on correspondence before taking action**
  Before sending correspondence, Commissioners should check with City staff to see if an official City response has already been sent or is in progress.

- **Do not attend "non-public" meetings with City staff unless requested by the Director**
  While recognizing all City government business is considered open unless specifically excluded by North Dakota Century Code, even if the Commissioner does not say anything, the Commissioner's presence implies support, shows partiality, intimidates staff, and hampers staff's ability to do their job objectively.

- **Limit requests for staff support**
  Routine administrative or clerical support will be provided to all Commissioners. City Administration staff collects mail for Commissioners. Mail collected by City Administration staff will be distributed to City Commission members at regular City Commission meetings unless a Commissioner requests other arrangements. Mail addressed to the Mayor is reviewed by the City Hall staff who will distribute items for follow-up. Requests for additional staff support – even in high priority or emergency situations -- should be made to the City Administrator, Finance Director, Chief of Police or Public Works Directors that is responsible for allocating City resources to maintain a professional, well-run City government.

- **Do not solicit political support from staff**
  Commissioners should not solicit 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.

Commission Conduct with The Public

In Public Meetings

Making the public feel welcome is an important part of the democratic process. No signs of partiality, prejudice or disrespect should be evident on the part of individual Commissioners toward an individual participating in a public forum. Every effort should be made to be fair and impartial in listening to public testimony.

- **Be welcoming to speakers and treat them with care and respect** -
  Treat every person at the podium with respect.

- **Be fair and equitable in allocating public hearing time to individual speakers** –

The Chair will determine and announce limits on speakers at the start of the public hearing process if it appears there are numerous presenters on a topic, so all presenters have a chance to share their perspective. The Chair may institute a limit of three to five minutes The Chair and may ask speakers to limit themselves to new information and points of view not already covered by previous speakers.

No speaker will be turned away unless he or she exhibits inappropriate behavior. Each speaker may only speak once during the public hearing unless the Commission requests additional clarification later in the process. After the close of the public hearing, no more public testimony will be accepted unless the Chair reopens the public hearing for a limited and specific purpose.

- **Actively listen to the presenters**

- **Ask for clarification, but avoid debate and argument with the public**
  Only the Chair – not individual Commissioners - can interrupt a speaker during a presentation. However, a Commissioner can ask the Chair for a point of order if the speaker is off the topic or exhibiting behavior or language the Commissioner finds disturbing. If speakers become flustered or defensive by Commission questions, it is the responsibility of the Chair to calm and focus the speaker and to maintain the order and decorum of the meeting. Questions by Commissioners to members of the public testifying should seek to clarify or expand information. It is never appropriate to belligerently challenge or belittle the speaker. Commissioners' personal opinions or inclinations about upcoming votes should not be revealed until after the public hearing is closed.

- **No personal attacks of any kind, under any circumstance**
  Commissioners should be aware that their body language and tone of voice, as well as the words they use, can appear to be intimidating or aggressive.

- **Follow parliamentary procedure in conducting public meetings**
  The City Attorney serves as advisory parliamentarian for the City and is available to answer questions or interpret situations according to parliamentary procedures. The Chair, subject to the appeal of the full Commission, makes final rulings on parliamentary procedure.

  If a Commissioner speaks at a public meeting that is not their portfolio, they must clarify that they are speaking on behalf of themselves personally, not on behalf of the City Commission.

In Unofficial Settings

- **Make no promises on behalf of the Commission**
  Commissioners will frequently be asked to explain a Commission action or to give their opinion about an issue as they meet and talk with constituents in the community. It is

appropriate to give a brief overview of City policy and to refer to City staff for further information. It is inappropriate to overtly or implicitly promise Commission action, or to promise City staff will do something specific.

- **Make no personal comments about other Commissioners**
  It is acceptable to publicly disagree about an issue, but it is unacceptable to make derogatory comments about other Commissioners, their opinions, and actions.

- **Respect portfolios**
  If a member of the public contacts a Commission member outside of a noticed public meeting, the citizen should be referred to the portfolio holder for that topic unless a Commissioner is identified as potentially inhibiting resolution. In this instance, it should be referred to the Mayor unless they are the identified individual at which time, contact with the City Attorney as the Risk Manager should be initiated. If it impacts more than two portfolios, the Commission member should consult with the City Administrator or the City Attorney to refer the individual to the most appropriate portfolio holder, so that a quorum of the Commission is not contacted to result in a serial meeting.

- **A Commissioner's actions are always on display**
  Commissioners are constantly observed by the community every day. Their behaviors and comments serve as models for proper deportment in the City of Bismarck. Honesty and respect for the dignity of each individual should be reflected in every word and action taken by Commissioners, 24 hours a day, seven days a week. It is a serious and continuous responsibility.

Commission Conduct with Other Public Agencies

- **Be clear about representing the city or personal interests**
  The Mayor is the spokesperson for the City. If a Commissioner appears before another governmental agency, organization, or media to give a statement on an issue, the Commissioner must clearly state:
  1) If their statement reflects personal opinion.
  2) Whether this is the majority or minority opinion of the Commission. If the Commissioner is representing the City, the Commissioner must support and advocate the official City position on an issue, not a personal viewpoint.
  3) If the Commissioner is representing another organization whose position is different from the City, the Commissioner should withdraw from voting on the issue if it significantly impacts or is detrimental to the City's interest.

  Commissioners should be clear about which organizations they represent and inform the Mayor and Commission of their involvement.

  If the Commissioner is involved with a business that has dealings with the City, they must recuse themselves from any decisions or contact with City staff.

- **Correspondence also should be equally clear about representation**
City letterhead may be used when the Commissioner is representing the City and the City's official position. A copy of official correspondence should be given to the City Administration staff to be filed in the Commission Office as part of the permanent public record. It is best that City letterhead not be used for correspondence of Commissioners representing a personal point of view, or a dissenting point of view from an official Commission position. However, should Commissioners 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 the Commissioner.

Commission Conduct With Other Boards and Commissions

The City has established several Boards and Commissions as a means of gathering more community input. Citizens who serve on Boards and Commissions become more involved in government and serve as advisors to the City Commission. They are a valuable resource to the City's leadership and should be treated with appreciation and respect.

- **Clarify that you are attending as a member of the community, not as a Commission representative** Commissioners may attend any Board or Commission meeting. However, they should be sensitive to the way their participation – especially if it is on behalf of an organization, individual, business or developer – could be viewed as unfairly affecting the process. Any public comments by a Commissioner at a Board or Commission meeting should be clearly made as individual opinion and not a representation of the City Commission.

- **Limit contact with Board and Commissioners to questions of clarification**
It is inappropriate for a Commissioner to contact a Board or Commissioner to lobby on behalf of an individual, business, or developer. It is acceptable for Commission members to contact Board or Commissioners to clarify a position taken by the Board or Commission.

- **Boards and Commissions serve the citizens and stakeholders within the community, not individual Commissioners**
The City Commission appoints individuals to serve on Boards and Commissions, and it is the responsibility of Boards and Commissions to follow policy established by the Commission. Board members and Commissioners do not report to individual Commissioners, nor should Commissioners feel they have the power or right to threaten Board members and Commissioners with removal if they disagree about an issue. Appointment and reappointment 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."

- **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 City Commission with advice based on a full spectrum of concerns and perspectives. City Commissioners 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.

- **Keep political support away from public forums**
  Board members and Commissioners may offer political support to a Commissioner, but not in a public forum while conducting official duties. Conversely, Commissioners may support Board and Commissioners who are running for office, but not in an official forum in their capacity as a Commissioner.

Commission Conduct with The Media

The media, for background and quotes, frequently contacts Commissioners.

- **The Mayor is the official spokesperson to represent the City's position.**
  The Mayor is the designated representative of the Commission to present and speak on the official City of Bismarck position. If the media contacts an individual Commissioner, the Commissioner should be clear about whether their comments represent the official City position or a personal viewpoint. If a Commissioner was to indicate that they are stating an official City position they need to state that the Mayor delegated the sharing of information to them on the specific topic.

- **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.

Conflicts of Interest & Personal Benefit

City Commissioners should declare a personal interest in any official actions and withdraw from participation in that action. If a law or policy permits a public servant to have such an interest, in seeking the opportunity to further that interest, or in furthering the interest if the opportunity is obtained, the Commissioner who has the personal interest shall comply fully with all procedures required under the applicable laws or policies, and shall not, under any circumstances, gain or attempt to gain any advantage by virtue of being in a public position.

- No City Commissioner shall accept or receive, directly or indirectly, from any person any personal benefit under circumstances in which it can be reasonably inferred that the benefit is intended to influence the Commissioner in the performance or nonperformance of any official duty or as a reward for any official action of the Commission member.

- No person, including any vendor, contractor, business, or board of the City shall offer or give any personal benefit to any Commissioner or any partner-in-interest of the Commissioner.

- No Commissioner nor partner-in-interest of that Commissioner shall solicit from any person, directly or indirectly, any personal benefit, regardless of value, or the promise of receiving a personal benefit in the future, for the Commissioner.

- No current or former Commissioner shall intentionally use or disclose information gained in the course of, or by reason of, his or her official position or activities in any way that could result in the receipt of any personal benefit for the Commissioner, for a partner-in-interest of that Commissioner, of for any other person, if the information or if the Commissioner has not been authorized to communicate it to the public.

- No Commissioner shall, in such capacity, participate in the discussion, debate, deliberation or vote, or otherwise take part in the decision making process on any agenda item before the City Commission in which the Commissioner or a partner-in-interest has a conflict of interest.

Sanctions

- **Public Disruption**
  Members of the public who do not follow proper conduct after a warning in a public meeting may be barred from further testimony at that meeting or removed from the Commission Chambers.

- **Inappropriate Staff Behavior**
  Commissioners should refer to the appropriate department director regarding staff who do not follow proper conduct in their dealings with Commissioners, other City staff, or the public. These employees may be disciplined in accordance with standard City procedures for such actions. (Please refer to the section on Commission Conduct with City Staff for more details on interaction with staff.)

- **Commissioners Behavior and Conduct**
  City Commissioners who intentionally and repeatedly do not follow proper conduct may be reprimanded or formally censured by the Commission, lose seniority or committee/portfolio assignments, or have official travel restricted. Serious infractions of the Leadership Code could lead to other sanctions as deemed appropriate by Commission. Commissioners should point out to the offending Commissioner infractions of the Leadership Code. 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 President of the Commission.

  It is the responsibility of the Mayor to initiate action if a Commissioner's behavior may warrant sanction. If the Mayor takes no action, the alleged violation(s) can be brought up with the full Commission in a public meeting. If violation of the Leadership Code is outside of the observed behaviors by the Mayor or Commissioners, the alleged violation should be referred to the Mayor. The Mayor should ask the City Attorney to investigate the allegation and report the findings to the Mayor. It is the Mayor's responsibility to 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 Commission to consider in a public meeting; or forming a Commission ad hoc subcommittee to review the allegation; the investigation and its findings, as well as to recommend sanction options for Commission consideration. A video recording of the complaint hearing should be used for a Commission ad hoc subcommittee.

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 people whose integrity and character I respect evaluate my conduct?
- 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? In line with my oath of represent the citizens of Bismarck?
- 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?

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

manners A way of acting; a style, method, or form; the way in which thing are done

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 Commissioner considers offensive

propriety Conforming to acceptable standards of behavior

protocol The courtesies that are established as proper and correct

respect The act of noticing with attention; holding in esteem; courteous regard