Commitment to Indian Wells
Best Practices and Leadership Guide

The Indian Wells City Council has adopted a City Council Policy Manual setting forth the mission, values and conduct rules. This Guide brings together relevant sections of the Manual with procedures for individual accountability.

1.01.010 MISSION STATEMENT.
Create an unsurpassed quality of life for our residents and guests by providing superior public safety, exceptional service and outstanding amenities that will further enhance our image as a prestigious community.

1.01.020 VISION STATEMENT.
Indian Wells is a globally distinguished residential and resort community offering an extraordinary environment, activities and events and is known for its alluring and distinctive hotels, restaurants, golf, tennis and natural amenities.

Indian Wells is known and respected as a forward thinking, innovative and well managed community that supports the interest of the community and its neighboring communities meeting public needs without undue intrusion into individual lives.

Indian Wells supports a unique and friendly atmosphere for its residents, guests and neighbors and recognizes its responsibility to support appropriate human services.

Indian Wells is dedicated to its economic and environmental sustainability.

Indian Wells accomplishes the widest range of opportunity for its residents and guests through working with others to achieve outstanding cultural, recreational and commercial activities.

1.01.030 VALUE STATEMENT.
The City of Indian Wells is dedicated to:

1. Fiscal accountability and responsibility.
2. Open and inclusive government.
3. Highest professional standards and ethics.
4. Exceptional customer services and civility.
5. Effective and efficiency without undue bureaucracy.
6. Continuous improvement in the organization and staff.
7. Team work and individual development to foster success.
8. Attraction and retention of outstanding talent in its staff and appointed officials.
2.03.70 (a) Council Roles.

The whole Council retains power to accept, reject, amend, influence, or otherwise guide and direct staff actions, decisions, recommendations, service levels, workloads and schedules, departmental priorities, and the performance of City business. If a council member wishes to influence the actions, decisions, recommendations, workloads, work schedule, and priorities of staff, the council member must prevail upon the Council to do so as a matter of Council policy.

Should a council member become dissatisfied about a department, they should always talk it over with the City Manager, not the department head. Concerns about a department or any employee must be taken only to the City Manager.

2.03.070 (c) Staff Roles.

The Council recognizes the primary functions of staff as serving the community, executing Council policy and actions, and in keeping the Council informed. Staff is obligated to take guidance and direction only from the Council as a whole or from the appropriate management supervisors. Staff is directed to report to the City Manager any communication with a council member, other than social communication. Staff is also directed to report to the City Manager any attempts by individual council members to unduly direct or otherwise pressure them into making, changing, or otherwise influencing recommendations.

City staff will make every effort to respond in a timely and professional manner to all requests made by individual council members for information or assistance; provided that, the request is not of a magnitude, either in terms of workload, or more than two (2) hours total staff time, or policy, which would require that it would be more appropriately assigned to staff through the direction of the whole Council. If a request by an individual council member is determined to take over two hours or more of staff time to complete, that request will be included on a Council agenda for Council discussion and direction.

2.07.050 INTERACTION OF COUNCIL WITH STAFF.

Council members are to work through the City Manager, City Attorney, or department heads on all issues, concerns and questions. This is to allow the department heads, with the proper education, training, experience and knowledge of the issues, laws and Council’s policies to coordinate a full and complete response and reduce error or misunderstanding by staff members not necessarily knowledgeable on all issues. This can provide a better overall response, allow any new issues to properly be considered and avoid unintended redirection of staff efforts.

2.14.020 COMMITMENT TO CIVIL BEHAVIOR.

The Council commits to civil behavior by maintaining a cohesive, productive working environment by:

1. Supporting the City’s mission.
2. Bringing City related concerns, issues and conflicts to the whole Council for discussion.
3. Offering alternative solution(s) when addressing a problem or issue.
4. Showing respect to each other as elected officials.
5. Promoting civility during Council meetings and tolerating nothing less.
6. Maintaining the confidentiality of material discussed during closed session. Similarly, not disclosing the content or substance of confidential or privileged communications relating to City business.
7. Limiting the length of comments during Council meetings and not repeating points that have been already stated by other Council Members.

**3.06.010 OVERVIEW.**

All members of the Council, including those serving as Mayor and Mayor Pro Tem, have equal votes. No Council Member has more power than any other Council Member, and all should be treated with equal respect.

Council members are expected to:

- Fully participate in Council meetings and other public forums while demonstrating respect, consideration and courtesy to others.
- Prepare in advance of Council meetings and be familiar with issues on the agenda.
- Be respectful of other people's time, stay focused and act efficiently during public meetings.
- Represent the City at ceremonial functions at the request of the Mayor.
- Provide contact information to the Council’s Executive Assistant in case an emergency or urgent situation arises while the Council Member is out of town.
- Participate in scheduled activities to increase team effectiveness and review Council procedures.
3.14.010 COUNCIL CONDUCT AND RELATIONSHIP TO ELECTORS.

No Council Member shall act in such a manner as to call into disrepute the public image of the Council or which is discourteous to or results in the constant interruption of other members of the Council or members of the public. Council members are elected by all of the people to serve as representatives of all of the people. Authority and responsibility for legislative enactments are vested in the Council. California follows the Council type of government where it is the function of the representatives to do that which in their best judgments is proper. California does not follow the “Town Meeting” type of government where the people legislate. Therefore, the Council has authority to limit debate on any subject and to act in good faith regardless of the viewpoints of limited minorities. The purpose of public expression is to inform the public of what the Council is doing.

The responsibility of making decisions is not easy nor without its problems, but it is the responsibility of Council Members to vote and decide issues, regardless of personal hesitation. There will always be segments of the population dissatisfied with any decision. The purpose of government is to balance legally, fairly, and without favor the limitations, restrictions, or losses that are to be placed upon the individual or several individuals against the good, the benefit, or welfare of or to a majority of the people.

The electors have delegated to the Council the right, the power, and the duty to act; the same electors have reserved to themselves the rights of 1) petition, 2) election, 3) recall, 4) referendum, 5) initiative and 6) taxpayers’ suits. Both the council members and electors must accept the authority or powers given (or reserved) to them and exercise the same accordingly and in good faith.

PROCESS FOR CONFLICT REOLUTION

Model of Excellence
City Council Members who do not sign the Model of Excellence (Appendix A) shall be ineligible for City assignment to intergovernmental, City, or outside commissions, committees, boards or Council subcommittees.

Ethics Training for Local Officials
City Council Members who are out of compliance with State or City mandated requirements for ethics training shall not represent the City on intergovernmental, City, or outside commissions, committees, boards or Council subcommittees, and may be subject to sanctions.

Filing a Complaint
Council Members may file a complaint for a current violation(s) of the City Council Policy Manual with the Mayor. If the Mayor is the individual whose actions are being challenged, then the matter should be referred to the Mayor Pro Tem. The complaint shall include:

- A description of the violation.
• Policy Manual Section(s) violated. The Mayor or, as applicable, the Mayor Pro Tem shall direct the Council Member to follow the Informal Conflict Resolution Process and if the process is unsuccessful to return the matter.

Informal Conflict Resolution Process.
It is intent of the City Council to follow a positive process for interpersonal conflict resolution:
• When one member of the Council has a personal conflict/issue with another, go to that other member quickly, face-to-face if possible, to discuss the conflict/issue so long as this does not violate the Brown Act.
• If one person approaches a third member of the Council regarding the conflict, that third person will tell the first that they cannot discuss the conflict/issue, and remind the person with the conflict/issue that they must go to the person with whom they have the conflict/issue.
• If the two members cannot resolve the conflict/issue, they will mutually agree upon a third party (not a Council Member or the City Manager) who will be a neutral facilitator, be willing to meet with the two parties to resolve the conflict/issue, and keep the conflict/issue confidential to the extent permitted by law.

Formal Conflict Resolution Process.
If the Informal Conflict Resolution Process is unsuccessful, the Mayor or, as applicable, the Mayor Pro Tem or one of the parties may bring the matter before the full City Council. Complaints may not be presented to the City Council without using the Informal Conflict Resolution Process.

The Council will conduct an investigation using a third party (not the City Manager or City Attorney). The City Council will review the findings of the investigation at a public meeting, wherein the subject of the investigation will have an opportunity to respond.

If the City Council finds there is a violation(s) of the Policy Manual the Member may be reprimanded or formally censured by the Council, lose seniority for purposes of committee assignments, lose some or all committee assignments (City, regional and intergovernmental) or be restricted in City-related travel and travel expense reimbursement. Serious infractions could lead to other sanctions as deemed appropriate by the Council.

There shall be no requirement for a formal hearing in order to impose any of the foregoing sanctions. However, any Council Member accused of a violation shall have the right to hear and address the alleged factual basis thereof.
APPENDIX A - Model of Excellence Member Statement

MODEL OF EXCELLENCE
Indian Wells City Council
MEMBER STATEMENT

As a member of the Indian Wells City Council, I agree to uphold the Code of Ethics and Conduct 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 Indian Wells;
- Treat all people with whom I come in contact in the way I wish to be treated;
- Abide by the provisions in the Indian Wells Policy Manual applicable to the City Council and Council members.

I affirm that I have read and understood the City of Indian Wells Best Practices and Leadership Guide.

______________________  ____________
Signature      Date