Commitment to Indian Wells Best Practices and Leadership Guide

The Indian Wells City Council has adopted a City Council Policy Manual setting forth its mission, its vision, its values and its Council conduct rules. This Guide brings together relevant sections of the Policy Manual with standards for Council accountability. Notwithstanding any provision herein, Council Members shall adhere to all provisions in the Council Policy Manual applicable to Council Members, as such provisions may be amended from time to time.

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 as a forward thinking, innovative and well managed community that supports the interests of its residents meeting public needs without undue intrusion into individual lives.

Indian Wells supports a unique and friendly atmosphere for its residents, guests and neighbors.

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.
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.

**2.03.070 (a) Council Roles.**

The 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 council members become dissatisfied about a department, they should address it with the City Manager, not the department head. Concerns about a department or any employee must be taken only to the City Manager; but if not addressed adequately by the City Manager then the City Council should review the issue in an appropriate performance review process of 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, as directed by the City Manager, 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 or City Attorney on all issues, concerns and questions. The City Manager shall not unduly restrict Council Member communication with department heads.

This is to allow the City Manager 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 CIVILITY.

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

1. Supporting the City’s mission.
2. Bringing City issues to the attention of the Council as appropriate for discussion.
3. Offering alternative solution(s) when addressing a problem or issue.
4. Showing respect to each other as elected officials.
5. Showing respect toward City staff.
6. Promoting civility during Council meetings.
7. 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.
8. Bringing any matter of criticism, disagreement or conflict with a staff member(s) to the City Manager for resolution.

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 all.
Prepare in advance of Council meetings and be familiar with issues on the agenda.

Be respectful of others and act efficiently during public meetings.

Represent the City at ceremonial functions at the request of the Mayor (provided that any Council Member may attend).

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.
3.14.010 COUNCIL CONDUCT AND RELATIONSHIP TO ELECTORS.

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.

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. 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) litigation.

COUNCIL MEMBER CONFLICTS.

Process to File a Complaint

In the event of a conflict between two Council Members the following process will be implemented.

A complaining Council Member shall file a complaint in writing setting forth the exact violation(s) of the City Council Policy Manual with the Mayor. If the complaint is against the Mayor, then the complaint shall be filed with the Mayor Pro Tem and thereafter, if necessary, with the next most senior Council Member available.

The complaint shall include the following:

- A description of the violation.
- Policy Manual Section(s) violated.

The Mayor or, as applicable, the Mayor Pro Tem shall direct the Council Members to follow the Informal Conflict Resolution Process and if the process is unsuccessful then and only then will a formal complaint be addressed by the Council.
Informal Conflict Resolution Process.

It is intent of the City Council to follow a positive process for interpersonal conflict resolution:

- When one Council Member has a personal conflict/issue with another Council Member, the complaining Council Member must meet face-to-face with the Council Member being complained against, to discuss the conflict in an attempt to bring resolution to the complaint.

- The two Council Members shall not discuss the complaint with any other Council Member. To do so would be a Brown Act Violation.

- If the two Council Members cannot resolve the Conflict between themselves, they must mutually agree upon a third party who works with them to mediate the conflict. This action shall be 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 first using the Informal Conflict Resolution Process.

The Council will conduct an investigation using a third party. The City Council will review the findings of the investigation at a public meeting, wherein the Council Member being investigated shall have an opportunity to respond. The Council Member being charged with a violation of the policies shall be afforded due process.

Upon conclusion of the investigation and a full hearing by the City Council and the Council by a 3/5th vote finds there is a violation(s) of the Policy Manual the Council Member being complained against may be reprimanded, formally censured, or such other sanctions as imposed by the Council.