

CITY OF AMARILLO

GOVERNANCE AND ENDS POLICIES



Adopted: April 9, 2019

City of Amarillo – Governance and Ends Policies

This policy document, established by the Amarillo City Council, defines, protects, and prioritizes the workings of the Amarillo City government. It is the intent of the Amarillo City Council to lead the citizens of Amarillo in an ethical and prudent manner, in the best interests of the citizens, learning from the past and looking to the future.

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Policy 1 – Governance Process

Defining the purpose of the City Council, City Manager and all City Employees

1.1 Governance Process: Ownership of the Council

Governance Process is considered a key performance area by the Amarillo City Council. Amarillo City Council shall answer to, and take into consideration the best interests of all residents of the City of Amarillo, both vocal and silent citizens, with respect paid to all residents, regardless of their economic status. Since the City is “owned” by the Citizens, Council’s thinking shall be influenced by this Ownership. Secondly, Council shall consider the needs of any person who regularly works in, shops in, uses facilities of, owns a business in, or accesses services from the City of Amarillo.

1. Council represents the citizens. Therefore, it shall educate itself regarding the values held by the persons it represents and shall act always under the influence of those values. Council’s education may be facilitated by a) formal and informal citizen opinions; b) formal and informal focus groups to explore specific issues; c) considering input by citizen volunteers who participate on advisory boards, committees and commissions; d) monitoring the demand and utilization of services; e) discussions with representatives from other governmental and educational bodies; and f) reviewing reports and citizen responses in the media.
2. Council shall report periodically to the Citizens on its stewardship. At least once per year, the Mayor shall give an accounting of the City’s financial resources and the extent to which these funds have been translated into services in the State of the City Address.

1.2 Governance Process: Council Role

The role of Council, on behalf of the citizens of Amarillo, is to assure that the City of Amarillo: a) accomplishes what it should, and b) avoid unacceptable activities and conditions.

1. Council will engage in structured contact with citizens of Amarillo to represent their diverse views.
2. Council will define, in Ends Policies, what is to be accomplished in terms of benefits, recipients, and their relative priorities. It will define, in Executive Limitations Policies, those activities and conditions it considers unacceptable. Council will delegate performance on these matters to a City Manager.
3. Council will carry out its job with discipline, emphasizing strategic rather than short-term issues, policy rather than single events, and group rather than individual decisions.
4. Annually, Council will conduct a review of all Governance, Ends and Executive Limitations Policies. Any policy revisions resulting from such review shall be adopted at Council’s discretion.

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5. Council shall honor all demands and restrictions outlined in the City of Amarillo Municipal Charter.

1.3 Governing Process: Council Style and Vision

Council will govern with an emphasis on: a) outward vision rather than an internal preoccupation; b) strategic leadership rather than administrative detail; c) clear distinction of Council and City Manager roles; e) future rather than past or present; and f) proactively rather than reactively. Council will:

1. Deliberate in many voices, but govern in one.
2. Cultivate a sense of excellence. Council will be responsible for excellence in governing. Council will be an initiator of policy, with the advice and counsel of the City Manager.
3. Define in Ends Policies what is to be accomplished in terms of benefits, recipients, and their relative priorities. Council will define in Executive Limitations Policies those activities and conditions it considers unacceptable. Council will delegate performance on these matters to the City Manager.
4. Direct, control and inspire the organization through the careful establishment of broad written policies reflecting Council's values and perspectives. Council's major policy focus will be on the intended long-term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.
5. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuity of governance capability. Continual Council development will include orientation of new members in the Council's governance process and periodic Council discussion of process improvement. The Council will allow no officer, individual or committee of the Council to hinder or be an excuse for not fulfilling its commitments. In compliance with this policy, in May 2018 the City Council adopted the City Council Mission and Responsibility Statements, City Council Member Code of Conduct and City Council Member Code of Ethics document. They are attached to this document as Appendix A.
6. Monitor and discuss the Council's process and mission achievement periodically. Self-monitoring shall include comparison of Council activity and discipline to policies in the Ends, Governance Process and Council-Staff Linkage categories.

1.4 Governance Process: Council Action

The job of the Amarillo City Council is to achieve the mission in a prudent and ethical way. The job of Council is to make certain contributions to the total benefit of the City, which is unique to its public trusteeship role and necessary for proper governance and management of the City.

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Consequently, the “products” of the Council itself shall be:

1. Connection between the Council and its “owners” the citizens.
2. Written governing policies that concern:
 - a. Governance Process (how Council carries out its task, and the passing of power and measurement of its use);
 - b. Ends policies (what benefits, for whom, at what cost); and
 - c. Executive Limitations (prudent and ethical imitations binding upon the staff)
3. The assurance of staff performance (through guidance and evaluation of the City Manager).

1.5 Governance Process: Council Code of Conduct

Since Councilmembers have no authority as individuals, members shall refrain from efforts that may lead to situations in which a Councilmember might have occasion to overstep their bounds. While not every situation can be outlined, some common areas of concern include:

1. Staff being intimidated or manipulated by a Councilmember’s individual comments or actions. Councilmembers must bear in mind that at times, staff may ask for an individual opinion from a Councilmember, and while the Councilmember may sincerely respond only as an individual, staff will often place undue emphasis on the opinion.
2. Staff being polarized by dissention. Although all Councilmembers are obligated to register differences of opinion on Council issues at the Council level as passionately as desired, individual members must not direct their differences of opinion to staff in a manner which creates dissension or polarization in the organization.
3. Since no one has the right to speak on behalf of the entire Council, individual Councilmembers are encouraged to conduct themselves in a professional manner in all communications.
4. Members will not individually render binding judgments of the City Manager or staff performance apart from compliance with Council policies as monitored by the Council as a body.

1.6 Governance Process: Citizen Advisory Boards and Commissions

Council values the expression of citizen viewpoints on topics of concern to the Council. Therefore, Council will continue the tradition of seeking input from volunteer citizen advisory boards and commissions, although, with few exceptions, final responsibility for decisions, and the implementation that follows, rests entirely with Council. Council and staff recognize that the ideal purpose of citizen involvement is to seek objective opinions from a diverse range of

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citizens.

Guideline A:

Council will make every effort to offer overall direction and guidelines to citizen volunteers through the use of Council Ends Policies and by reviewing the mission and need for each citizen advisory board and commission on an annual basis. During the annual review:

1. Council will determine if the need for a citizen advisory board or commission justifies continuation of the board or commission.
2. If continuation is justified, Council will make an effort to determine the most effective use of citizen volunteers with a primary decision being the length of service for each board and commission. Council believes citizen input will be more objective and updated if the advisory board or commission is kept in an ad hoc (short-term) format. However, Council recognizes that some complex issues require citizen involvement for a longer period in order to be effective.
3. Unless otherwise specified by Council, the City Manager will coordinate the activities and reporting functions of all citizen advisory boards and commissions.
4. The City Manager will base his guidance of citizen advisory boards and commissions on Ends policies established by Council.
5. Council will make all appointments to open seats for citizen advisory boards and commissions annually and on an ad hoc basis as needed.
6. Upon recommendation of the City Manager, the Council may approve the creation of ad hoc committees to assist the City Manager or his staff.
7. The Mayor and Council may, but shall not be obligated to, reappoint members to expiring terms subject to any term limitation as specified by each respective board. The Mayor and Council shall consider and balance the value of institutional knowledge and experience as well as the need for new and different perspectives and contributions to the board in the appointment/re-appointment process.

Guideline B:

Council directs all staff to review relevant Ends Policies with citizens upon their appointment to advisory boards or commissions. Council asks staff to be as objective as possible in educating and presenting options to citizens, since the purpose of advisory boards and commissions is not only to hear from citizens, but to increase citizen involvement, loyalty, and creativity toward their City.

1. Council asks the City Manager to create and regularly update an orientation packet for each new volunteer that includes relevant Ends policies.

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2. The Council asks staff to review this orientation packet with each potential volunteer, prior to their appointment, emphasizing this very policy (Governance Policy 1.6) and to ask for a citizen signature on the line that indicates understanding of this policy.
3. Staff will provide updates of the work of citizen advisory boards and commissions to Council as needed or requested.

1.7 Governance Process, Review and Update of Policies

The Council will review all policies (including Governance, Council-Staff Linkage, Ends, and Executive Limitations) annually, although the Council may also review and update any policy at any time deemed prudent and necessary by the Council. The Council expects immediate adjustment by the City Manager to any policy change instituted by the Council.

Policy 2 – Council-Staff Linkage

Defining the purpose of the City Council, City Manager and all City Employees

2.1 Council-Staff Linkage: City Manager Role

As the Council's single official link to operating City government, the City Manager's performance will be considered to be synonymous with organizational performance as a total. Consequently, the City Manager's job contributions can be stated as performance in these Policies, but not limited to:

1. City government accomplishment of the provisions of Council policies within the Policy Governance Model, especially Ends policies, but also including Governance Process and Council-Staff Linkage policies.
2. City government operation within the boundaries of prudence and ethics established in Council policies on Executive Limitations.

2.2 Council-Staff Linkage: Delegation to the City Manager

All Council authority delegated to staff is delegated through the City Manager, so that all authority and accountability of staff, as far as the Council is concerned, is considered to be the authority and accountability of the City Manager.

1. Council will direct the City Manager to achieve certain results for the citizens at a certain cost through the establishment of Ends policies. Council will limit the latitude the City Manager may exercise in practices, methods, conduct, and other "means" through the establishment of Executive Limitations within those policies.
2. As long as the City Manager uses any reasonable interpretation of Council's Ends and Executive Limitations policies, the City Manager is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
3. Council may change its Ends and Executive Limitations policies, thereby shifting the boundary between Council and City Manager domains. By doing so, the Council will change the latitude given to the City Manager. Councilmembers will respect and support the City Manager's decisions and choices whenever made pursuant to existing Council policies.
4. The City Manager works for the Council as a body, and no individual Councilmember may give direction.
5. In the case of Councilmembers, citizen advisory boards and commissions, or others requesting information or assistance without Council authorization, the City Manager may turn to the Council for guidance, especially when such requests will require an

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inordinate amount of staff time or funds or are disruptive to the efficient operation of the City.

2.3 Council-Staff Linkage, Monitoring Executive Performance

Monitoring executive performance is synonymous with monitoring organizational performance against Council Policies on Ends and Executive Limitations. Any evaluation of the City Manager's performance, formal or informal, shall be measured against these expectations. This places the burden of measuring performance on two primary considerations: well-defined Ends and Executive Limitation Policies and reasonably accurate measurements. Without well-defined policies and reasonably accurate performance metrics, the effectiveness of monitoring performance is compromised.

1. The purpose of monitoring is simply to determine the degree to which Council policies are being fulfilled. Information which does not do this will not be considered as monitoring. Monitoring will be as automatic as possible using a minimum of Council time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in three ways:
 - a. Internal report: Disclosure of compliance information to Council from the City Manager.
 - b. External report: Discovery of compliance information by an objective party who is selected by and reports directly to the Council. Such reports must assess executive performance only against policies of the Council, not those of the external party unless the Council has previously indicated that party's opinion to be the standard.
 - c. Direct Council inspection: Discovery of compliance information by a Councilmember or the Council as a whole. This is a Council inspection of documents, activities or circumstances directed by the Council which allows a "prudent person" test of policy compliance.
3. The Council recognizes that, at times, noncompliance with a policy may be necessary and prudent in the short term. However, in order to monitor the performance of the City, and to modify policies that need improvement, the Council must constantly be aware of compliance issues. The Council expects monitoring and reporting compliance or noncompliance to be the City Manager's highest priority. To promote regular monitoring, the Council asks the City Manager to follow these guidelines:
 - a. All Ends and Executive Limitations Policies will be monitored by the City Manager who is expected to be responsible for achieving and maintaining compliance.

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- b. Any noncompliance of significance shall be reported to Council as soon as practical; and such non-compliance shall be monitored and corrective actions taken by the City Manager to regain compliance.
4. At a minimum annually, the Council will institute a formal evaluation of the City Manager. This evaluation will consider only monitoring data as defined here as it has appeared over the intervening year.

Policy 3 – Ends Policies

Establishing what is to be done, for whom, and at what cost, and Executive Limitations to define unacceptable means

3.1a Ends Policy: Fiscal Responsibility: Key Performance Area

Fiscal Responsibility is considered a key performance area by Amarillo City Council and is addressed in the City Council Mission as “govern the City efficiently.” Fiscal Responsibility is also specifically addressed in the City’s strategic visioning document, BluePrint for Amarillo.

One of the duties of the City Manager is the development of a process that keeps the Council aware of upcoming budgetary needs and requests so that the Council may aid in the creation of ongoing budget priorities. Good stewardship requires the Council to discern what is in the best interests of the citizens and budget accordingly.

3.1b Ends Policy: Fiscal Responsibility: Executive Limitations

Therefore, budgeting for any fiscal period or the remaining part of any fiscal period shall not deviate materially from Council policies as established in key performance areas or other City Council policies. The City Manager is therefore restricted from budgeting or spending that:

1. Lowers the City’s bond rating;
2. Lowers the pledged revenues collected by the City in the last preceding fiscal years as determined by the City to not less than 1.75 times the annual principal and interest requirements on the outstanding bonds with a goal to maintain a two (2) times coverage; or
3. Violates Federal, State, or Municipal laws; ethical standards; and generally accepted accounting and budgeting principles.

In addition, the City Manager may not bypass Council judgment to allow budgeting that:

1. Does not consider the long-term aspirational goals of Council’s BluePrint for Amarillo when prioritizing each department’s mission and budget needs;
2. Does not result from a detailed analysis of departmental budgets focusing on each department’s mission and operational programs;
3. Does not maintain a diversified revenue system with a stable source of income; or
4. Maintains a property tax rate that is not adequate to produce the revenues for City services included in the General Fund according to best practices.

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3.2a Ends Policy: Municipal Services: Key Performance Area

Municipal Services, as defined in the annual operating budget, is considered a key performance area by the Amarillo City Council and is specifically addressed in the BluePrint for Amarillo.

The City Council deems Municipal Services, along with fiscal responsibility, as the highest priorities of the City Manager and City staff. There is no more important function of municipal government than to serve the citizens of Amarillo in a friendly, effective manner.

In providing municipal services to the citizens of Amarillo, the City Manager will, within the bounds of available resources:

1. Repair infrastructure in a timely manner;
2. Increase services while forecasting the need for and benefits of such services;
3. Continually strive to improve operational efficiencies;
4. Establish, model, and enforce the highest standards of exceptional customer service from employees;
5. Enforce ordinances and laws;
6. Anticipate and communicate foreseeable needs;
7. Use foresight in developing services;
8. Deliver services in a timely and quality manner;
9. Consider citizens' input;
10. Emphasize a user-friendly, solutions-oriented approach; and
11. Use technology to ensure effective and efficient customer service experiences.

3.2b Ends Policy: Municipal Services: Executive Limitations

In providing Municipal Services to the citizens of Amarillo, the City Manager shall not:

1. Cause or allow any practice, activity, decision, or organizational circumstance which is either unlawful, in breach of the City's charter or bylaws, imprudent or in violation of commonly accepted business and professional ethics or practices;
2. Allow the organization to operate in such a way that conflicts with the City's adopted budget or the City's adopted financial policies; or
3. Fail to comply with the Code of Ethics set forth by the International City Manager Association (ICMA).

3.3a Ends Policy: Business Models: Key Performance Area

Operation of the City under a business model emphasizing long-range planning, customer satisfaction, productivity, and process improvement is considered a key performance area by the Amarillo City Council. The Council chooses to import models and practices not only from government, but just as importantly from innovative business models. In other words, the Council wants the City whenever possible and prudent to operate with similar systems and attitudes adopted by any successful business. When utilizing business models, Council chooses to emphasize the following:

1. **Benchmarking.** Council wants to continually compare City performance with other cities and other departments to be sure Amarillo is operating in not only an efficient but

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creative and innovative manner. Council is aware that Amarillo is unique, the City's emphasis and direction will, and should, differ considerably from other cities. However, information about best practices from other municipalities will always help the Council make better choices.

2. Continuous improvement. Council expects measurements of performance to challenge the status quo through the use of continuous improvement processes. Since the needs of the citizens are constantly changing, so should the City's practices.
3. Goal-setting. Council expects specific goals to challenge each City department in alignment with the Council's strategic vision as set forth in the BluePrint for Amarillo.
4. Accountability. The Council expects the City Manager to hold City employees to standards that demand excellence. "Good enough" is not an acceptable standard.
5. Customer satisfaction. The Council expects the City to institute a form of measurement to gather and monitor customer satisfaction.

3.3b Ends Policy: Business Models: Executive Limitations

1. When utilizing business models to assist in operations of the City, the City Manager shall not make use of any business model that would violate currently adopted financial policies of the City.

3.4a Ends Policy: Economic Development and Redevelopment: Key Performance Area

Economic Development and Redevelopment is considered a key performance area by the Amarillo City Council and is specifically addressed within the BluePrint for Amarillo.

The City Council's desired End is to have an economy that is healthy and growing with enough economic activity to support and fund public services. Toward that End, some overall indicators, expressed as Ends, have been identified as follows:

1. Emphasize tourism, our hotel rooms are full, and tourism entities work cooperatively and collaboratively;
2. Recruit and retain a highly-educated population;
3. Create a qualified, knowledgeable, highly-skilled workforce and business environment that will attract desired industries to relocate to Amarillo;
4. Foster a healthy and cooperative relationship with the Amarillo Economic Development Corporation (AEDC) to align economic incentives and goals; and
5. Support collaboration with other taxing entities through the utilization of a comprehensive economic development policy.

3.4b Ends Policy: Economic Development: Executive Limitations

Council understands and intends to emphasize the importance of a healthy economy in Amarillo and the surrounding communities. A healthy economy is a driver of a high quality of life. Because of its great importance, there are many entities involved in economic development in Amarillo. As the City is a significant funding source for much of the economic development efforts in Amarillo, it is Council's intention to spend economic development dollars in the wisest most productive manner possible. Toward that end, the City Manager shall not:

1. Fail to abide by the currently adopted Economic Development policy; or

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2. Authorize the award of a property tax or sales tax abatement incentive prior to Council's review and approval.

3.5a Ends Policy: Employee Training and Development: Key Performance Area

City Council values City of Amarillo employees as emissaries to the world. With this in mind, the work environment for employees shall be one in which employees are appreciated and encouraged to grow and expand their skills within the safest possible working conditions. Within the bounds of available resources, compensation and benefit packages should promote excellence. The goal of training shall be to provide tools to assist staff to exceed management and customer expectations.

It is the intent of the Council for compensation to:

1. Be commensurate with individual productivity within the market range;
2. Be systematic, with defined ranges and a consistent span in the pay ranges where feasible using the median of the maximum rate of pay of surveyed positions as a benchmark;
3. Be used as a reward and motivation to achieve excellence;
4. Be attractive to top candidates;
5. Be adequate to retain top performers;
6. Exceed standards only when justified by exceptional performance;
7. Be structured, when appropriate, to allow staff attrition to maintain market rates.

3.6a Ends Policy: Intergovernmental Cooperation and Relations: Key Performance Area

City Council wishes to coordinate efforts with other governmental bodies, within the city limits and region, to mutual benefit, whenever possible and appropriate. Because the City holds such a key role that benefits our entire region, Council desires City staff to engage in regional organizations and take a leadership role, whenever possible, to provide leadership to the region. Council hopes to continue to work closely with any governmental body seeking to serve the best interests of the citizens of Amarillo in a more integrated manner.

3.6b Ends Policy: Intergovernmental Cooperation and Relations: Executive Limitations

Council wishes to coordinate efforts with a variety of governmental agencies in the area, examples of which include (not in order of importance) Federal, State, counties, school districts, universities and junior colleges, and other municipalities. Therefore, the City Manager shall not silo the City from coordinating or cooperating with other governmental bodies, when coordination and cooperation may provide mutual benefit.

3.7 Ends Policy: Strategic Visioning: Key Performance Area

In an effort to further the City's Mission Statement, City Council and staff will utilize a systematic process of Strategic Visioning to guide major policy decisions. Strategic Visioning is a disciplined effort to produce fundamental decisions and actions that shape and guide the City, its purpose, function, priorities, decisions, and implementation process. Strategic Visioning will enable Council and staff to blend futuristic thinking, objective analysis, and subjective evaluation of goals and priorities to chart future courses of action that will ensure the long-term vitality and effectiveness of the City.

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The result of this deliberative process should ideally be a specific set of priorities, developed and adopted over a timeline as determined by the Council, consisting of over-arching policy goals and objectives as outcomes of the decision-making process. Annually, Council will hold a Strategic Visioning retreat to review and update the City's Strategic Vision. City staff will then provide a suitable plan of work that will ensure the effective implementation of the Council's Strategic Vision.

3.8a Ends Policy: Excellence in Communication: Key Performance Area

Excellence in Communication is considered a key performance area by the Amarillo City Council and is specifically addressed within the BluePrint for Amarillo. Excellence in Communication is one of Council's most important Pillars as Council strives to run the City on an open and transparent platform with employees and citizens.

It is the intent of Council for the City Manager to promote Excellence in Communication, both internally and externally, through the following methods:

1. Enhance communication to be proactive (anticipating citizens' questions, citizens' informational needs and citizens' input) and prompt, in order to get accurate and timely information to the citizens;
2. Develop and maintain strong working relationships with media partners and key stakeholders;
3. Continually evaluate and utilize technology to enhance the City's messaging with depth and penetration to increase reach to all citizens across Amarillo's diverse community and strive to provide a clearer understanding of City policies, programs and procedures, especially any change to a policy, program or procedure;
4. Improve communication with employees, and ensure they are informed about organizational changes, events, etc.;
5. Respond timely to citizens' requests for public information;
6. Communicate items of a significant nature to Council in a timely manner; and
7. Communicate so that the City earns a reputation and brand identity for reliability, accuracy, trustworthiness and confidence.

3.8b Ends Policy: Excellence in Communication: Executive Limitations

As Council strives to ensure the City is run on an open and transparent platform with employees and citizens, the City Manager shall not permit Council to be uninformed or unsupported in its work on issues of significant public safety, financial, legal, or political risk.

APPENDIX A

Mission and Responsibility Statements

City Mission: Create the best environment possible for every Amarillo resident to find and achieve their potential for greatness.

City Council Mission: Use democracy to govern the City efficiently and effectively to accomplish the City's mission.

City Council Responsibilities:

1. Cast vision for the City
2. Set policy for the City
3. Allocate the resources of the City
4. Evaluate the performance of the City
5. Hire, terminate and supervise the City Manager and the Municipal Court Judge
6. Operate as a team of governing officials
7. Create partnerships with all local government units in the City
8. Listen to the community about City affairs
9. Inform the community of City affairs
10. Establish an atmosphere conducive to a transparent and fair exchange of ideas, needs and policies

Mayor Responsibilities:

1. Act as official head of the City for all ceremonial and some legal purposes.
 - a. Select a substitute for City representation if Mayor cannot attend.
 - b. Make judgment calls on proclamations.
 - c. Sign documents, contracts and bonds on behalf of the City.
 - d. Receive, review and respond to correspondence addressed to the Mayor.
 - e. Request state or federal assistance in the event of a disaster or emergency.
 - f. Act as an ambassador of the City to other communities.
2. Act as leader for the City Council.
 - a. Preside over City Council meetings, including preserving order and decorum, encouraging all Council members to participate in discussion, and keeping discussion on the agenda item being considered.
 - b. Serve as spokesperson for City Council on all matters of Council policy.
 - c. Along with the City Manager and City Secretary, set the agenda for City Council meetings.
 - d. Along with the City Manager, train and orient all new Council members after an election.
 - e. Lead the Council into an effective, cohesive working team.
 - f. Call for special City Council meetings.
 - g. Recommend subcommittees for Council approval.
 - h. Lead Council in an annual review of City Council policy.
 - i. Lead Council in an annual performance review of the City Manager, including determining policy directives for the coming year.
3. Perform any other duties required by other laws, ordinance or the City Charter.

APPENDIX A

Mayor Pro Tem Responsibilities:

1. Perform the duties of the Mayor if the Mayor is absent or disabled.
2. Perform any other duties assigned by the Mayor.

City Council Member Responsibilities (including the Mayor and Mayor Pro Tem):

1. Serve as a model of leadership and civility in our City.
 - a. Always demonstrate respect, kindness, consideration and courtesy to others.
 - b. Demonstrate prudent and ethical behavior in every action and statement.
 - c. Inspire public confidence in our City government.
2. Regularly attend City Council meetings.
 - a. Prepare in advance of City Council meetings and be familiar with agenda items and public issues.
 - b. Fully engage in listening and discussion at City Council meetings.
3. Represent the City at ceremonial functions at the request of the Mayor.
4. Participate in scheduled City Council or City activities to increase team effectiveness.
 - a. Serve on subcommittees, boards and commissions as a liaison and keep the City Council informed of such subcommittee, board or commission activities.
5. Provide information to the City Secretary as needed.
 - a. Keep current contact information that will be used in case an emergency situation rises.
 - b. Furnish financial and any other information that may be required on occasion by local and/or state law.

City Manager Responsibilities

The City Manager will:

1. Demonstrate prudent and ethical behavior in every action and statement.
2. Be respectful, kind, considerate and courteous to all people at all times.
3. Efficiently administer all City departments and all City staff (except the Municipal Court Judge.)
4. Provide balanced and professional advice to the City Council on all City affairs.
5. Anticipate and communicate information needed by the City Council to govern, including providing regular updates on the City Council policy directives.
6. Respond timely to every member of the City Council, City employees and citizens.
7. Enforce all City laws and ordinances.
8. Attend all City Council meetings with a right to participate in discussion but not vote.
9. Perform any other duties required by other laws, ordinance or the City Charter.

APPENDIX A

City Council Member Code of Conduct

In order to build trust between the Amarillo City Council and the community, City Council has established a Code of Conduct and Code of Ethics by which all City Council members will adhere. Amarillo City Council members will:

1. Be respectful, kind, considerate and courteous to all people at all times.
2. Conduct an independent and impartial review of all matters addressed by City Council.
 - a. In the need of an investigation under Article V Section 19 of the City Charter, a member shall first contact the Mayor to present valid information on the need for an investigation and request the item be placed on the City Council agenda for discussion and vote before proceeding with an investigation.
3. Support all decisions of the City Council although an individual member may be on the minority side of the outcome.
 - a. Work toward consensus on every issue.
 - b. Support and accurately represent the policies of the City when acting in their official capacity.
 - c. Present their individual opinion on an issue outside of City meetings if they explicitly state they do not represent the City Council or the City.
4. Adhere to the council-manager structure of government set out in the City Charter.
 - a. Not interfere with the administrative functions of the City or the City staff.
 - i. Not make requests of the City Manager or City staff that will require a major change in City policy, a substantial investment of time or City resources, or special handling of matter which might result in special favors or the appearance of partiality.
 - ii. Not contact or visit City staff or departments without the advance knowledge of the City Manager or the appropriate Deputy or Assistant City Manager.
 - b. Not impair the ability of City staff to implement City Council policy decisions.
 - c. Refrain from using their position to influence the outcomes or deliberations of board and commission proceedings.
 - d. Direct information requests through the City Manager or the appropriate Deputy or Assistant City Manager and make such requests during normal business hours.
5. Refrain from making public comments, suggestions or demands concerning any City staff, operations or policy without first discussing the matter with the City Manager.
 - a. Check with City staff before sending correspondence to see if an official City response is in progress.
 - b. Never promise action or a result by the City Council or City staff on a specific issue.
 - c. Consult with the Office of Public Communications and Community Engagement before communicating with the media about any City issue or policy.
6. Improve his or her governance ability by attending training annually.

APPENDIX A

City Council Member Code of Ethics

Amarillo City Council members will:

1. Demonstrate honesty and integrity in every action and statement.
2. Work for the common good of the City and not for any private, personal or political interest.
3. Comply with the letter and spirit of the laws of the nation, the State of Texas and the City including all City policies.
4. Assure fair and equal treatment of all persons and transactions coming in contact with the City.
 - a. Members will not appear on behalf of others before the City Council or any board, commission or proceeding of the City or voluntarily participate on behalf of others in any litigation in which the City is or might be an adverse party.
5. Be independent, impartial and fair in their judgment and actions.
6. Have no conflicts of interest. No member or a relative of a member will:
 - a. Have any financial interest in any transaction with the City.
 - b. Participate in a vote on any matter in which they have a substantial interest.
 - c. Accept any gift that would reasonably influence the member in their official duties. The prohibition of gifts shall not apply to:
 - i. A lawful campaign contribution;
 - ii. An honorarium in consideration for services unless the member or relative would not have been asked to provide the services but for the member's position;
 - iii. Meals, lodging, transportation in connection with services rendered by the member or relative at a conference, seminar or similar event (if services are more than merely perfunctory);
 - iv. Complimentary copies of trade publications and other related materials;
 - v. Attendance at hospitality functions at local, regional, state or national association meetings and/or conferences;
 - vi. An occasional item with a value less than fifty dollars (\$50.00);
 - vii. Tee shirts, caps and other similar promotional material;
 - viii. Gifts that would have been made independent of the member's status such as on account of kinship, personal, professional or business relationship;
 - ix. Complimentary attendance at political or charitable fund raising events.
7. Respect the confidential information of the City. They will not disclose information without authorization nor use information to advance their private, personal or political interests. They will maintain information discussed in executive session confidential.
8. Not use public resources (City staff, equipment, supplies or facilities) not available to the public in general for private, personal or political purposes.

Definitions

1. **Confidential** information means any information to which an official has access in such person's official capacity, which may not be disclosed to the public except pursuant to state and/or federal law and which is not otherwise a matter of public record or public knowledge. Confidential information includes the following information, however transmitted: (i) any information from a meeting closed to the public pursuant to the Texas Open Meetings Act or other law regardless of whether disclosure violates the Texas Open Meetings Act or Texas Public

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Information Act; (ii) any information protected by attorney client, attorney work product, or other applicable legal privilege; and (iii) any information deemed confidential by law.

2. **Gift** means anything of value, regardless of form, offered or given in the absence of adequate and lawful consideration. It does not include the receipt or acceptance of campaign contributions, which are regulated by federal, state and/or local laws or ordinances.

3. **Relative** means any person related to an officer within the second degree by Consanguinity or affinity. This relationship includes the spouse, parents, children, stepchildren, father and mother-in-law, or son and daughter-in-law, grandparents, grandchildren, sisters and brothers of the officer.

4. **Substantial** interest means (i) the ownership of ten (10) percent or more of the voting stock or share of a business entity; (ii) the ownership of ten (10) percent or more, or fifteen thousand dollars (\$15,000.00) or more of the fair market value of a business entity; or (iii) funds received from the business entity exceed ten (10) percent of the person's gross income for the previous year, and action on the matter involving the business entity will have a special economic effect on the business entity that is distinguishable from the effect on the public. It is expressly provided herein that an investment or ownership in a publicly held company, in an amount less than fifteen thousand dollars (\$15,000.00) does not constitute a substantial interest. Substantial interest in real property means the person has an interest in the real property that is equitable or legal ownership with a fair market value of two thousand five hundred dollars (\$2,500.00) or more; and it is reasonably foreseeable that an action on a matter involving the real property will have a special economic effect on the value of the real property distinguishable from its effect on the public. (Ownership includes any partnership, joint or corporate ownership or any equitable or beneficial interest as a beneficiary of a trust.) A Member is considered to have a substantial interest under this Ethics Policy if a person related to the Member in the second degree of consanguinity or affinity has a substantial interest under this Code of Ethics and Conduct.