Update on Fiscal Year 2014-15 City Goals

RECOMMENDED ACTION:

Council RECEIVES and FILES the update to the Fiscal Year 2014-15 City Goals.

DISCUSSION:

The City Council developed three primary goals which are supported by a variety of action plans and initiatives. Those goals are:

Proposed Goals

- Enhance the Indian Wells Financial condition
- Continue to build Trust, Capacity and a Customer Service culture in the Indian Wells organization
- Continue to build the Indian Wells Community devoted to an exceptional quality of life

This report details the progress on Council Goals and Action Plans where significant progress has been recorded in the quarter. Each Goal title is listed with a number corresponding to the FY 2014-15 City Goals and Action Plan (Attachment 1).

FISCAL IMPACT:

There is no fiscal impact related to the City Goals update. However, each goal may have an individual fiscal impact, which is reviewed when that goal is brought for Council action.

ATTACHMENT:

1. FY 2014-15 City Goals and Action Plan
Explore Temporary Facilities (Goal #1):  
The Housing Authority plans to develop a property strategy for each of the Authority owned sites in 2015.

Opportunities for Vacant Sites (Goal #2):  

Indian Point Shopping Center [Haagen]  
The Indian Point Commercial Center was originally submitted in 2008. The project consists of a one 9,150 square-foot retail pad building and one 10,000 square-foot restaurant pad building on approximately 2.6 acres of land at the northwest corner of Miles Avenue and Washington Street.

The applicant has addressed all outstanding design comments and the necessary plans and information have been submitted. The project is currently in the entitlement review process.
Hwy 111 Landscape Improvements

Landscaping improvements are installed along Highway 111 on the Mountain View Villas Phase II frontage. The landscaping is consistent with the finished landscaped areas west of Miles Avenue.

Plans have been developed for temporary landscaping for the frontage of the 3 acre parcel immediately west of the Mountain View Villas Phase II site. Installation of the temporary landscaping will begin after the peak tourism season.
Miles Parking (Goal #3):

As part of the entitlement process, a Phase I cultural resources analysis was conducted and human remains were found on the west end of the site. With the burial site discovery, a more extensive cultural study is necessary to understand the entire scope of the burial site. The project is pending until further environmental analysis is completed.
45-300 Club Drive Building (Goal #4):

Council instructed the exploration of utilizing the building for City records retention and storage. A Structural Engineer is analyzing the existing structure to provide recommendations for bringing the building to current building code standards. The next phase is for the engineer to submit improvement plans.

Goal #5: No Update

Brixton Property (Goal #6):

Brixton Capital ("Brixton") has expressed its commitment to grading the site and installing the necessary Whitewater River Channel lining improvements in 2015. The work will extend the property north increasing the depth up to 100 linear feet. Brixton believes constructing the improvements will help market the site to prospective commercial tenants. The grading and channel lining improvements are expected to start sometime in spring.

In the meantime, Staff is working with Brixton to improve the appearance of the property by removing weeds, trimming existing vegetation, and fixing the green fence screen.

Aerial View of Brixton Property
**Improve Development Process (Goal #7):**

In an effort to create an efficient workflow and to provide better customer service, staff work areas are getting modification and a couple of staff have been relocated.

To provide additional counter coverage, Staff in Public Works and Community Development are cross-training to gain practical knowledge of permitting and project processing procedures.

**Vacation Rentals (Goals #8):**

City Council desires to make a careful, informed decision on the long-term solution to issues created by short-term vacation rentals (“vacation rentals”). As such, Council directed Staff to present answers to numerous questions posed at a September 18, 2014 study session on vacation rentals. The follow-up presentation is scheduled for January 22, 2015, along with a number of Staff recommendations.

The 2015 peak tourism season – BNP Paribas Open through Coachella and Stagecoach Music Festivals – will likely cause an increase in vacation rental activity. Staff’s recommendations seek to establish clear vacation rental guidelines, with strict enforcement provisions, to protect the quiet enjoyment of Indian Wells neighborhoods.

**Goals #9 – 10: Completed**

**Rental Rates at Senior Housing (Goal #11):**

Hyder Management just completed a comprehensive income and rent recertification process. The updated income and rent information will guide strategic financial planning efforts at both Indian Wells Villas and Mountain View Villas.

Staff will bring an update on the search for a permanent management company, as well as direction on long-term fiscal sustainability, to an upcoming Housing Authority Board meeting.
Goal #12: Completed

Grant Funding Opportunities (Goal #13):

Staff researched and reviewed multiple grant opportunities. To date, no opportunities were found where the City would be competitive in application. Likely funding opportunities include energy and water-use efficiency upgrades to City facilities, police and safety equipment acquisitions, emergency operations planning, and/or transportation infrastructure improvements. Staff will continue to review opportunities for competitive grant funding application throughout the fiscal year.

IW Golf Resort Strategic Plan (Goal #14):

Implementing the Indian Wells Golf Resort Strategic Plan has produced tangible results. The Pavilion has created sales and business opportunities not previously available at the Golf Resort. Since opening last year, seventy-nine events have been booked in the new Pavilion. Since July, nearly $1.0 million in new business has been booked. This represents twice the amount of banquet business compared to the prior year.

The Golf Operations plan focuses on increasing the average daily rate and maintaining quality turf conditions instead of simply looking for more golfers. Dynamic pricing has increased the average daily rate by $3.33 per round. Dynamic pricing encourages golfers to book tee times earlier at a reduced rate rather than waiting to book tee times closer to the desired day of play and pay the daily rack rate. Troon has hired a revenue manager to assist with analyzing trends and maximizing revenues based on the dynamic model.
**Tourism & Marketing Strategy (Goals #15-19):**

Staff continues to implement the current year’s strategies. Successful strategies include partnership with hotels on SiteSoCal FAM visit, BNP Paribas Open, Jazz Festival, and launching marketing campaigns to enhance the Indian Wells brand.

Currently, Buxton is gathering tourist demographic information to create and deliver their Tourism Insight. Staff anticipates customer analytics data be available April, 2015. This data will help explore revenue generating opportunities, additional events and relevant partnerships (i.e. Modernism Week).

**Goal #20: Completed**

**Monitor City Contracts (Goal #21):**

The City implemented a contract management program for contracts under $25,000 in November 2014. Each department receives a monthly report detailing contract and insurance expiration dates. Staff anticipates expanding program use in the future to include all City contracts.
Continue to build **Trust**, **Capacity** and a **Customer Service** culture in the Indian Wells organization

**Merit Based Compensation System (Goal #22):**

Merit Based pay has been introduced as the City's go-forward performance review and compensation reward system. Staff members are graded on core competencies (City values), specific job duties, strategic plan goals, and professional growth achievement.

**City Personnel Rules (Goal #23):**

Council authorized Staff to begin negotiations with the Employee Association for modification to existing Personnel Rules. Negotiations will commence in January, including discussions for an updated Memorandum of Understanding effective July 1, 2015.

**Build Organizational Culture (Goal #24):**

Employee events are becoming a more robust part of the City's culture. Events are designed to be team building exercises and information sharing opportunities.

All Staff have taken the DiSC communication styles assessment tool. This tool helps individuals identify the natural work/communication style of themselves, as well their coworkers. The DiSC is a great tool that provides a common language employees can use to better communicate work needs. The tool will be utilized and reinforced through new learning opportunities throughout the next couple years.

**Labor relations with IWCEA (Goal #25):**

The City and the Indian Wells City Employees Association have established regular and on-going labor and management meetings to build improved communication.
**Employee Training Program (Goal #26):**

A laundry list of employee training opportunities have been provided:

- ICMA Effective Supervisory Skills series;
- Communication Training (written and verbal);
- Effective Grant Writing;
- Cal-ICMA Story Telling - how to effectively communicate complex information;
- 3 labor law compliance trainings for supervisors;
- CalPERS Education Forum attendance;
- Geographic Information Systems (GIS) User Training;
- Numerous webinars, certifications, and conferences.

Additionally, an employee survey is being used to identify future training interests. Staff plans to organize one organization-wide training opportunity of interest each month of the year.

**PERS Retirement Policy (Goal #27):**

The City’s PERS strategy is to eliminate the $4.7 million unfunded pension obligation sooner than the current 30 year amortization period mandated by CalPERS. According to CalPERS, eliminating the unfunded pension costs could save the City as much as $7.4 million in future pension payments. Staff is investigating funding options for Council consideration to eliminate the unfunded pension obligation.

**Goal #28-29: No reports**

**Communication with Residents (Goal #30):**

To improve resident input on City issues, the Virtual Town Hall was introduced as an online engagement tool. Residents are asked to submit suggestions for the Cook Street/highway 111 entrance project, to rank priorities for the City in 2015, and to gather public input on vacation rentals.
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Carl Bray Monument (Goals #31-33):

The construction drawings are complete and Staff is preparing the construction bid documents. The project will open to received bids with construction to be completed by summer.

Cook and Highway 111 Entrance (Goals #34-36):

Staff has used the City's Virtual Town Hall to ask residents to suggest ideas for the Cook/Hwy 111 entrance. The residents had the month of December to post their suggestions. Staff is organizing the 24 suggestions/comments received for City Council review at the strategic planning sessions.

Cook/Hwy 111 entrance was also one of the choices available to residents to rank on the “What are Your Priorities for Indian Wells in 2015?” Virtual Town Hall discussion board.
Goals #37-40: No report

Village Undergrounding Project (Goals #41-42):

Undergrounding work by the residents is complete. Southern California Edison and Time Warner Cable have completed undergrounding their facilities. Verizon expects to complete undergrounding of their facilities in March. Utility poles will be removed upon Verizon completion.

Village Undergrounding Area

Goals #43 - 47: No report