General Overview of Upcoming Strategic Planning Process

RECOMMENDED ACTION:
Council REVIEWS the Strategic Planning process and provides any additional direction.

DISCUSSION:
The purpose of strategic planning is to anticipate the future, envision what the organization must become in order to operate effectively within that future, and make plans for moving the organization from what it is to what it needs to become to be successful. The Strategic Plan identifies strategic issues, establishes broad goals, and states general priorities.

In Indian Wells, the strategic planning effort was initiated as an effort to develop and coordinate organizational priorities on a citywide basis. The City Council annually reviews and updates the City’s Strategic Plan.

The City’s Mission Statement is:

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 and international resort destination.

The current City Goals are:

- 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

These goals are supported by a series of action plans that were adopted by City Council.
**Strategic Planning:**

The diagram below illustrates the upcoming Strategic Planning Process:

1. **Overview of Strategic Planning Process**
2. **Financial Condition and Significant Issues**
3. **Enhancing Governance & Setting City Goals**
4. **Council Refines Action Plans**
5. **Department Heads Draft Action Plans**
6. **Goals Presented at State of the City**
7. **Quarterly Progress Review**
The 2015 Strategic Planning Process:

Strategic planning, goals and action plans have been critical to the continuing success of the City of Indian Wells. As the City approaches its next two-year budget, the process has been tailored to allow a robust opportunity to engage the community, to identify major goals and to build a foundation for successful implementation. To assist the City in this robust process, Don Maruska will facilitate the City in enhancing its governance and in developing the City goals. The process is intended to be inclusive and uses a variety of engagement methods. The Virtual Town Hall program will be used to solicit Resident input. The process will also include public updates in the City’s Newsletter, website and e-blasts to make it easy for residents to stay abreast of the issues and to provide opportunities for resident feedback to the Council.

There will be opportunities for City Council Members to air their ideas and discuss the significant issues facing the City. January through April will be busy months for strategic planning:

- In the second week of January the facilitator will conduct an interview with each Council Member to better understand individual goals and opportunities.

- In the third week of January Council Members will have the opportunity to attend the League of California Cities New Mayors and Council Members Leadership Academy which provides the latest information on Council Members responsibilities and issues facing cities. This is highly recommended for all Council members.

- In the fourth week of January, Staff will present reports regarding the City’s financial condition and future forecast as well as significant issues facing the City.

- In January the Council will receive feedback from Residents about major goals via the Virtual Town Hall program and public comment at the City Council meeting.

- In February the City Council will participate in a two-day workshop.

- In February/March staff will take the information generated by the City Council and craft goal statements and action plans for implementation. Action plans will identify key steps of each program/project including target dates and responsible departments.

- In the first week of April, Staff will present the City’s Goals and Action Plans for Council adoption.
In the third week of April, the City’s Goals will be presented to the community as part of the State of the City annual meeting.

In April/May we will have a 3-hour workshop to fine-tune how the Council and staff are working together to enhance governance and realize the goals.

The “Shared Hopes” for the process listed below are aspirations by which to guide our efforts.

### Shared Hopes:

- Provide a constructive process for Council members to establish goals for the City.

- Identify key factors for success to realize the goals.

- Clarify how the Council members can tap their strengths and work together and with the staff and the community to achieve the targeted goals.

- Follow up review of progress in working together and fine tune ways to encourage, reinforce, and celebrate successful results.

### Plan and Scope of Services:

#### A. Advance Preparation, Planning, and Development [September-December, 2014].

1. Review recent issues and needs.
2. Identify shared hopes for the process.
3. Tailor process approach and content to optimize value for the City.
4. Prepare outline for an integrated process with a combination of professional resources.
B. **Implement a Communications Plan to engage Residents in the process [December 2014 - January, 2015].**

1. Virtual Town Hall. Solicit community input on City Goals through the use of Virtual Town Hall through the internet.
3. E-blasts. Use E-blasts to invite Resident participation.

C. **Interviews with Council Members [January 2015; interviews planned for a day during week of January 5-9, 2015].**

1. Complete interviews with Council Members that identify key hopes for the Council workshop and opportunities to optimize the Council’s work on behalf of the community.
2. Council Members will be requested to submit proposed Goals by January 28, 2015. Suggested City Goals will be included in a verbatim composite list organized by topic without identifying who submitted the particular statements.
3. Review input to fine tune Council workshop planning.

D. **Provide Strategic Updates to the City Council [January 22, 2015 Council Meeting].**

1. At the City Council meeting staff will present an update on the City’s financial condition and future forecast.
2. Staff will also update the City Council on significant issues facing the City

E. **Provide Support Resources [January, 2015]**

2. 2-CD Audio Companion
3. League of California Cities’ New Mayors and Council Members Academy.

F. **Preparation and Facilitation for Council workshop [January-February, 2015; workshop planned for 9:00 a.m. - 7:00 p.m., Wednesday, February 11 and 8:30 a.m. - 12:00 p.m., Thursday, February 12, 2015]**

1. Prepare details for the Council workshop.
2. Develop a composite list of suggested Major City Goals from the submissions individual Council members provide.
3. Create presentation materials to facilitate the workshop.
4. Facilitate the workshop addressing the topics below.
5. Summarize and submit results from the workshop.
Workshop Topics: [current listing of topics subject to revision as the program unfolds]

1. Agree upon a shared set of Major City Goals.
2. Define what key factors for success will be in realizing the goals with the community.
3. Discuss how the Council can work to recognize differences and model effective collaboration for the community.
4. Resources for participants:
   • Council Member Suggested Major City Goals sheet

G. Follow Up to Identify and Reinforce Successes [March - May, 2015].

1. Prepare and submit follow up advice to Council to sustain progress.
2. Provide monthly reminders about some key items to enhance long-term success.
3. Send a follow up questionnaire or conduct interviews with Council members to identify successes they observe with colleagues and issues for attention.
4. Facilitate a 3-hour workshop to review positive actions to enhance governance, fine-tune procedures, and celebrate results. (April/May)

Workshop Topics: [current listing of topics subject to revision as needed]

1. Review progress on key factors for success.
2. Identify positive actions.
3. Discuss progress on Major City Goals
4. Fine-tune procedures
4. Resources for participants:
   • Advice about best practices for Council
   • Questionnaire about progress achieved and issues for attention.

FISCAL IMPACT:

The fee for the facilitation and follow up is $19,800.00 plus expenses. While adopting City Goals creates a financial impact in that the City is committing to moving certain projects forward, there is no specific expenditure related to this planning effort.

ATTACHMENTS:

1. Investment for Enhancing Governance
2. Don Maruska Bio
As a founder and CEO of three Silicon Valley companies, venture investor, and recipient of the National Innovators Award, Don writes, speaks, and coaches from a broad base of experience. His lifelong passions for creativity, translating innovative ideas into practical applications, and bringing out the best in others stimulate his work. His books, keynote speeches, and workshops guide audiences to fulfill their hopes in powerful, practical, and profitable ways.

Don wrote *How Great Decisions Get Made: 10 Easy Steps for Reaching Agreement on Even the Toughest Issues* with a foreword by Margaret J. Wheatley (AMACOM, 2004). This book, reprinted in Asia and Africa, has helped businesses, governments, and communities around the world to enjoy major breakthroughs and enduring results.

His new book is *Take Charge of Your Talent: Three Keys to Thriving in Your Career, Organization, and Life* with co-author Jay Perry and a foreword by Jim Kouzes (Berrett-Koehler, 2013). It embodies over a decade of pioneering work to help people make the most of their talent and enjoy doing it. Visit www.TakeChargeofYourTalent.com.

Don’s own story is one of learning how to take charge of his talent. He was the first in his family’s history to attend college, and he earned a BA magna cum laude from Harvard University. At twenty-two, Don was a legislative assistant in the US Senate and thereafter developed management procedures to implement a national housing program. He subsequently earned an MBA and JD from Stanford University and joined McKinsey & Company, where he led strategy and organization projects for corporations, government agencies, and nonprofits.

Following nearly two decades in Silicon Valley, Don became a Master Certified Coach, focusing on helping leaders and teams to cultivate success in their organizations. Don’s clients include large firms such as Accenture, Blue Shield, Duke Energy, Intel, Microsoft, and Wells Fargo, as well as growing midsized businesses, government agencies, nonprofits, and entrepreneurs. He also founded and directs the Cal-ICMA Coaching Program, which provides professional development for over four thousand leaders in local government each year.

Don has appeared on over thirty radio and television interview programs throughout the United States. He delivers keynote speeches and workshops across the country and abroad.

Don and his family live on the shores of Morro Bay, California.

"Don Maruska embodies a rare professional combination: a blend of intellectual horsepower and creative instinct, analytic rigor and people skills, hard and soft. He has dedicated himself to inventing ever better methods for developing the right people into better performers."

~ Jim Collins, author, *Good to Great*
**Investment for Enhancing Governance**

Professional fees due and payable upon commencement of each segment:

A. Advance Preparation, Planning, and Development $2600.00  
B. Interviews with Council Members and Provision of Support Resources $4000.00  
C. Preparation and Facilitation for Council workshop $7800.00  
D. Follow Up to Identify and Reinforce Successes $5400.00

Books: 7 copies of paperback at Amazon listed price of $15.32 per copy, plus tax and shipping.

2-CD Audio Companion: 7 copies at Amazon listed price of $15.92 per set; plus tax and shipping.

Reasonable travel, lodging, and out of pocket expenses for duplication of materials, etc. will be billed at cost for payment within 30 days.

City will provide meeting space, refreshments, etc.

**Other Services**

Additional support (for example, other sessions, programs to boost work group effectiveness, etc.) will be by mutual agreement and billed separately.

**Guiding Principles**

*Personal responsibility*—As the client, you understand and agree that the participants are responsible for their well-being during the coaching sessions, including their choices and their decisions. You agree that Don Maruska & Company, Inc. and its contractors are not liable for any results or damages from anything communicated to you through these services. None of our information or communications to you is intended to be or substitute for licensed legal, accounting, financial planning, or counseling services.

Accepted by:

______________________________    ____      _________________________  _____  
City of Indian Wells              date      Don Maruska & Company, Inc.   date  
E.I.N. 77-0440811

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