Fiscal Year 2014-15 City Goals Year-end Review

RECOMMENDED ACTION:

Council RECEIVES and FILES the year-end review of 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:

- 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 summarizes the progress on Council Goals and Action Plans throughout Fiscal Year 2014-15. 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
Encourage Temporary Facilities (Goal #1):

Strategic Planning discussions centered on the notion that the City could lease private property thereby reducing the property tax burden for the owner and the owner then could use those funds to construct temporary facilities until a permanent usage is realized. City staff investigated the tax implications when the City leases private property and found leases do not reduce or eliminate the property tax burden to the property owner.

Staff had conversations with major vacant commercial and residential property owners regarding development alternatives, both short and long term. Due to financial concerns, none of the property owners were interested in temporary, short-term development ideas.

Opportunities for Vacant Sites (Goal #2):

Indian Point Shopping Center [Haagen]

The City Council approved the plans for the Indian Point Commercial Center on May 7, 2015. The commercial center consists of a 10,000 square-foot restaurant and 9,150 square-foot retail building on 2.65 acres of vacant land located at the northwest corner of Washington Street and Miles Avenue. To date, no plans have been submitted for development.

Albert Lissoy Property

Mr. Lissoy has shown interest in developing his 34.1 acre site located on the west side of the Tennis Garden, just north of Miles Avenue. The property is zoned Medium Density Residential (7 du/acre). Mr. Lissoy has discussed plans to use his site for a hotel and assisted living facility development. He has expressed interest in purchasing the City’s 12.64 acre site adjacent to his property to expand his project. Development of the site has been put on hold while Mr. Lissoy focusses on projects elsewhere.
Indian Wells Resort Hotel

Staff met with representatives of the Hotel, which own the vacant site between the Indian Wells Resort Hotel and the MiraMonte. The property owner is not interested in temporary use of the property; other than the current use as overflow parking and for the occasional event. The owner is exploring long-term uses for the property.

Housing Authority - 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. The award of bid is scheduled for approval at the July 16 Council meeting.

Miles Parking (Goal #3):

Staff has been working on the entitlements to permit operation of a temporary parking lot on approximately 17 undeveloped acres of Housing Authority property across Miles Avenue from the Tennis Garden.

During the initial Phase I cultural analysis, human remains, with what looks to be a burial site, were discovered on the site and a consultation with the Agua Caliente Band of Cahuilla Indians was conducted. As a result of the discovery, a second more extensive Phase II cultural analysis was approved by the Housing Authority to understand the extent of the remains and other cultural artifacts on the site, any associated mitigation measures that will be required for the project, and how it will impact future development or sale of the site. The project is on hold until Phase II of the analysis is completed.
**45-300 Club Drive Building (Goal #4):**

Staff investigated alternative uses for the 45-300 building including:

- Emergency Operation Center
- Sheriff substation
- Office rental space
- Offsite record storage facility for City

Each alternative requires a different level of building standard, an EOC or police substation are considered essential service facilities and are required to meet a more ridged building standards than a records storage facility. The City Council instructed Staff to proceed developing plans to use the building for City records storage. A Structural Engineer analyzed the existing structure and made recommendations to bring the building to current building code standards.

The cost estimates for the structural and construction work required to improve the building for document storage is $350,000. This exceeds the budgeted amount for the project. Staff will agendize this matter in the fall for the City Council to have a discussion and provide further direction.

**Fogelson Property (Goal #5):**

The property consists of 15.8+/- vacant acres of land at the northwest corner of Highway 111 and Miles Avenue. The original project Development Agreement ("DA") between the City and Miles Lodge LLC, was terminated on September 18, 2014 because the developer failed to meet certain performance standards outlined in the DA.

Mr. Fogelson, now has full control of the disposition of the property. His team has completed design plans for the Whitewater River Channel improvements, and the plans have been submitted to the appropriate permitting agencies for review and approval. There appears to be interest in developing the property as Staff has been contacted by a number of potential buyers gathering information on the property.
**Brixton Capital Property (Goal #6):**

Brixton Capital ("Brixton") acquired Phase I of the Indian Wells Crossing, which consists of 17+/- acres of vacant land at the northeast corner of Highway 111 and Miles Avenue.

Similar to the Fogelson property, Brixton has expressed its commitment to grading the site and installing the necessary Whitewater River Channel lining improvements. Brixton believes constructing the improvements in 2015 will help market the site to prospective commercial tenants. The grading and channel lining improvements are expected to start once they are approved. Brixton has retained a marketing company to help determine high quality anchor tenants and tenant mix for the commercial center. To date, Brixton has not obtained any tenants for the site.

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

**Improve Development Process (Goal #7):**

In an effort to create an efficient workflow and to provide better customer service, the following changes were made to improve the City's development process:

- Simplify the Planning submittal process for building permit intake;
- Modification of work stations in the Community Development Department;
- Relocation of four employees for better work flow;
- Collection of document retention fee to offset City costs; and
- Reinstatement of document scanning of applications and plans.

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 worked nearly all of FY14/15 to make a careful, informed decision on the long-term solution to issues created by short-term vacation rentals (“vacation rentals”). Council adopted three Ordinances Nos. 685, 686, and 689. The Ordinance created comprehensive reform to establish an industry leading vacation rental registration and regulation program to allow one week rentals in Indian Wells. The Municipal Code chapter dealing with noise was revised allowing law enforcement greater latitude in addressing neighborhood disturbances through municipal citations. Staff created all procedures and processes internally to begin regulating vacation rentals on July 6, 2015, when Ordinance 689 officially goes into effect.

Newsletter Ad Sales (Goal #9):

The City implemented an advertising component with the Newsletter. The last 10-month total advertising revenue was $41,234, which averages $4,123 per month.

Fee for Resident Events (Goal #10):

The City initiated a Resident Fee for specific resident events. The fee has improved the reservation system making attendance more predictable and events more efficient. Total revenue generated by the Resident Event Fee was $30,791 for Fiscal Year 2014-15.

Rental Rates at Senior Housing (Goal #11):

Hyder Management completed a comprehensive income and rent recertification process in February of 2015. Residents received updated lease agreements representing any rent increases, or decreases, based on their recertified income level. All vacant units have been filled and the properties are operating at full revenue based on current rents.

Winn Residential was selected through the Request for Proposals process as the management firm for the next three years. Staff will continue to work with Winn to improve capital replacement and reserve planning to ensure both properties are fiscally sustainable. The process will improve financial planning for future Housing Authority budgets and provide better service to tenants as it relates to systems replacements.
Housing Authority Costs (Goal #12):

All staff and legal costs associated with operation of the Indian Wells Housing Authority have been appropriately allocated to the Housing Authority beginning in FY14/15. The Housing Authority Board adopted the first two-year budget which allocates all staff and legal costs necessary to adequately operate the Housing Authority without any City General Fund subsidy.

Grant Funding Opportunities (Goal #13):

In order to comprehensively approach grant funding opportunities three things have taken place for improving City grant funding success:

- Established a grants team to formulate ways in which the City can best approach grant applications as a cross-departmental team effort. The grants team will function as a matrix team to address opportunities for grants and write applications. The grants team applied for 2 grants for funding public safety equipment purchases and emergency operations planning. The goal of the team was to apply to three grant applications by the end of FY 14-15. The team explored multiple grant opportunities for energy efficiency projects at City facilities, but was unable to find one that fit our needs.

- Joined the Alliance for Innovation which provides access to American Funding Innovators Grant Navigator system. This will allow for frequent updates and targeted searches for grant funding opportunities throughout the U.S.

- Researched grant writing consultants who provide turn-key application services. Consultants researched to date do not appear to be worth the City’s investment and it has been determined that the best approach for IW is to have in-house grant writing.
IW Golf Resort Strategic Plan (Goal #14):

Financial information provided through May 2015

The key components of the Indian Wells Golf Resort Strategic Plan were to increase revenues in banquet business by adding the Pavilion, and increase golf fees by way of dynamic price management. Both opportunities were targeted to increase the average guest rate (AGR) as well as cover counts and thereby assist with the ultimate goal of bringing the resort to self-sustainability.

During Fiscal Year 2014/15, improvements in tee sheet management and the implementation of dynamic pricing have increased average golf rates from $76.06 to $78.98, a $2.92 increase per round. Unfortunately, the Golf Resort booked 3,173 less rounds through May 2015 compared to May 2014 resulting in a year to date reduction in golf revenues of $26,251.

Food & Beverage sales grew 11% during the fiscal year largely due to aggressive marketing of banquets (per the strategic plan) at the new Pavilion. Expanding the Resort’s banquet business increased the average check rate (ACR) from $43.52 to $51.04 a net gain of $7.52 in banquets. Total Food & Beverage gross sales are $4,808,390 through May, 2015 compared with gross sales of $4,337,141 through May, 2014.

The Golf Resort’s Net Operating Income (N.O.I.) (before capital) for Fiscal Year 2014/15 is projected to be a loss of $140,000 compared with a net operating loss of $118,246 in the prior year.

Tourism & Marketing Strategy (Goals #15-19):

The 2014-15 marketing goals and action plans were implemented. Those strategies included:

- The Core Digital Marketing which includes online marketing, social media, website, database management.
- Consumer Marketing & Advertising (which includes partner marketing with Resorts, Tennis Garden, Convention and Visitors Bureau “CVB”)
- Group Incentive program designed to introduce Meeting Planners to Indian Wells through an event in their area (i.e. Mariners & Giants game), and local events for Meeting Planners such as Site So-Cal and Ensemble which will be held in Indian Wells and with city and the resorts partnering to build future business.
- Tennis Marketing (National TV Ads, events, promotions and on-site marketing during tournament)
• Partnering with the Tennis Garden on the Jazz Event (May 1 & 2)

Other Strategies included:

• Working closely with the CVB on data collection projects to identify and forecast the desert visitors and build a robust attraction effort.
• Meeting with BNP Paribas Open/Tennis Garden on their strategies/goals moving forward with events and use of the facility
• Researching the options of creating a Tourism Marketing District
• Researching service providers for tourism industry data and strategies
• Working with the Golf Resort to pursue other events (i.e. Modernism Week, Entertainment events that are revenue generating)

Staff continues to refine the marketing plan. As one of the first steps, Buxton presented their findings to the City Council. The City Council approved a "beta" test email to targeted visitors for summer specials. That information will be used as the marketing strategy is refreshed this summer and fall.

Financial Overview (Goal #20):

The Financial Overview is designed to provide Council a picture of the City's financial position and long-term financial sustainability including a ten-year cash flow forecast of anticipated revenues and expenses. Forecast assumptions are clearly defined in development of the cash flows.

Monitor City Contracts (Goal #21):

Staff has instituted a short-form contract for all services under $25,000 to better protect and indemnify the City. All responsible staff have been trained on the process and the program has been implemented. Each department is responsible for preparing their department’s short-form contracts, staff verifies that insurance requirements have been met, and that the contract package is complete prior to execution.

Staff has added a “contract management” module as part of the City’s existing Eden financial system, to enhance the monitoring capability. The primary responsible staff has been trained and is training other staff in the use of the module. The Eden module was selected for its ease of integration into existing city program, and streamlining of data into one system. Each department is provided a report detailing contract and insurance expiration dates.
Merit Based Compensation System (Goal #22):

Management worked with each department to create the “Merit Based Pay System.” The Merit Based Pay System ("MBP") follows the intent of the previous pay for performance policy initiated in FY 09-10, with some minor modifications.

Staff discussion and review of documentation from FY 09-10 helped management develop MBP to overcome weaknesses in the previous system. Department Heads and their staff finalized clear definitions of expectation for each employee's fiscal year performance evaluation. Department heads regularly met with staff to communicate performance expectations.

Management and the Employee Association have come to tentative agreement on modifications to the Personnel Manual, including substantial language changes formally adopting MBP as the City's employee performance evaluation system. Staff will present Personnel Manual modifications for approval at the July 16 Council meeting.

Moving forward, MBP will be improved to create clear connectivity between individual employee job duties, City Council strategic goals, special projects, and departmental strategic planning goals.
City Personnel Rules (Goal #23):

Staff reviewed the City’s Personnel Manual rules and identified a number of areas to modify the personnel rules. The Personnel Committee discussed management’s recommended changes. Management appears to have tentative agreement with the Indian Wells Employee Association on Personnel Manual changes to be approved at the July 16 Council meeting.

Substantive changes include improved language protecting the City and employees in cases of sexual and workplace harassment, clarification on rules related to maternity leave, implementation of the Merit Based Pay process, protections for drug and alcohol abuse, improvement to salary administration language, and the provision of severance pay to department heads.

Build Organizational Culture (Goal #24):

The organization culture has shifted and it is apparent a team environment is emerging. Communications have improved and cross department collaboration and teams are evident. Staff are more equipped to deal with challenges and anticipate the future. This culture has been developing from a series of meetings and training. Staff meetings range from celebrations to teambuilding, informational sessions and work groups. Training has included specific industry trends, team building, human resources and customer service.

All Staff have taken the DiSC communication styles assessment tool. This tool helps individuals identify their natural work/communication style, as well as that of their coworkers. The DiSC is a useful tool that provides a common language employees can use to better communicate work needs. The tool is utilized and reinforced through citywide and departmental training.

Labor relations with IWCEA (Goal #25):

Management held semi-monthly informal meetings with the Association in order to discuss items of interest. The strategic planning, Merit Based Pay, and regular meetings should help to establish a more open relationship based off clear communication and joint expectations. The City is placing a renewed emphasis on organizational training and employee empowerment to better engage all employees in the workplace. These ongoing efforts should begin to show improved relationships.
Employee Training Program (Goal #26):

Efforts to improve training with employees has been three fold to date in the fiscal year:

1. One category of the Merit Based Pay performance evaluation process is based on employee growth goals. This creates a requirement for employees to dedicate themselves to advancing their knowledge, skills, and abilities as an expectation for performance within City Hall.

2. The City provided regular training opportunities through webinars, in-person professional development training courses, and frequent distribution of training advertisements to all staff.

3. Coachella Valley Consortium is a group of cities working with the law firm of Liebert Cassidy and Whitmore. They provide 4 all-day workshops focused on supervisor/management trainings. These trainings are highly attended by IW management in order to hone our leadership skills and lead training by example.

Below is a list of employee training opportunities provided:

- ICMA Effective Supervisory Skills series;
- Communication Training (written and verbal);
- Effective Grant Writing;
- Cal-ICMA Story Telling - how to effectively communicate complex information;
- 4 labor law compliance trainings for supervisors;
- CalPERS Education Forum attendance;
- Geographic Information Systems (GIS) User Training;
- Attendance at the Alliance for Innovation Transforming Local Government Conference;
- Participation in Municipal Management Association of Southern California regional development events;
- Numerous webinars, certifications, and conferences.

A cross-departmental matrix team was created to develop a comprehensive training program for all employees on a monthly basis for FY15/16. A training survey of all staff allowed employees to identify organizational development needs and is being used by the matrix team in the development of monthly opportunities.
**PERS Retirement Policy (Goal #27):**

Council approved a funding policy to reduce the unfunded liability of the CalPERS retirement fund. The policy established a minimum funding ratio of 85% using the market value of assets. The City’s PERS strategy will reduce 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.

**Communication (Goals #28-30):**

The City launched the Virtual Town Hall online forum which broadens civic engagement and incorporates resident comments into Council decision-making process. The topic for the initial forum was vacation rentals, with 531 total views and 209 comments were posted on the issue. The most recent forum released in June, 2015 asked for input on the community activities, to date over 60 responses are posted.

Staff instituted “topic webpages” on the City’s website, to provide information to the residents on important topics to the community. An example is the Vacation Rentals webpage. The page has all related information on vacation rentals including agenda packets, minutes, meeting videos, updates, and dates for future meetings. As other important topics develop, staff will create similar topic webpages.

Additional staff has been trained on the website Content Management System to better disseminate information in a consistent manner. Each department is responsible for updating their specific webpages.
Carl Bray Monument (Goals #31-33):

The City Council held a workshop to set design and budget direction regarding the Carl Bray monument project. The Council reviewed three design concepts and directed the project be revised using elements from two of the concepts presented that would include the use of a replica artist pallet pole sign with a curvilinear wall as a backdrop.

The Council approved final design and budget for the monument which is currently under construction. A celebration will mark the opening of the monument once the historical plaques are in place.

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

The City Council discussed the Cook/Highway 111 entrance improvements at the February Strategic Planning Workshop. The Council directed staff to provide additional alternatives and bring the issue back to the City Council in 2015-16.
**City Website (Goals #37-40):**

Staff completed the Optical Character Recognition and inserting keywords component for all existing documents posted on the website to improve the search function for residents. Staff also updated the Google Search software to an improved version.

All active Service (42) and Public Works Construction (3) contracts are posted on the City's website. In addition, the ‘Newly Approved Contract’ webpage was created and all recently approved by Council (3) contracts are posted.

Staff updated and work with vendor to insure success of online ticket form, and continues to make modification for ease of use for our residents.

Staff is currently working on proposal from a vendor to do a "refresh" of the website and add other modules.

**Village Undergrounding Project (Goals #41-42):**

The utility undergrounding project includes the relocation of the utility systems for Southern California Edison, Time Warner Cable and Verizon from overhead service to underground. The individual homeowners have completed the conversions for their individual utility boxes and Edison and Time Warner have completed undergrounding of their facilities. Verizon expects to complete undergrounding of their facilities by the end of summer. Utility poles will be removed upon Verizon completion.

**Pavement Management System (Goals #43 – 44):**

The updated pavement management report was completed in March 2015 and the maintenance recommendations were incorporated into the new five year Capital Improvement Program.

**Legislative Actions (Goals #45-47):**

The City Council annually adopts a Legislative Action Plan, which guides the City's support and opposition to County, State and Federal legislation. Primarily the Plan supports local control and protects the rights of Indian Wells Residents. The City regularly prepares letters, proclamations or resolutions of support or opposition to proposed policies or programs. The City works with the firm Joe A. Gonsalves & Sons on pending legislation and City affairs in Sacramento.
## FY 2014-15 City Goals and Action Plan

### Enhance the Indian Wells financial condition

#### PURSUE ECONOMIC DEVELOPMENT OPPORTUNITIES

1. **Explore incentives to encourage temporary facilities**
   - a. Mtn View Villas phase II site – permanent/temporary
     - Completed
     - Lead Dept.: Community Dev
   - b. Miles Crossing 3 ac site – temporary
     - Completed
     - Lead Dept.: Community Dev
   - c. Work with private property owners – temporary
     - Completed
     - Lead Dept.: City Manager, Community Dev

2. **Identify opportunities for vacant sites within City**
   - a. Contact property owners and discuss alternatives
     - Completed
     - Lead Dept.: City Manager
   - b. Prepare conceptual plans for potential development
     - Lead Dept.: Community Dev
     - 1. Indian Wells Resort Hotel property
       - On hold
     - 2. Lissoy property
       - On hold
     - 3. Hagen property
       - Approved
   - c. Screen or beautify vacant parcels
     - Public Works
     - 1. Permanent landscaping Mtn View Villas phase II frontage
       - Completed
       - Public Works, Community Dev
     - 2. Temporary landscaping Miles Crossing 3 ac frontage
       - Completed
       - Public Works

3. **Develop Miles Parking**
   - a. Remove excess dirt and grade site
     - On Hold
     - Public Works, Community Dev
## FY 2014-15 City Goals and Action Plan

<table>
<thead>
<tr>
<th>Item</th>
<th>Goal</th>
<th>Target Date</th>
<th>Lead Dept.</th>
<th>Related Dept(s)</th>
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<tbody>
<tr>
<td>4.</td>
<td>Improve 45-300 Club Drive building and center</td>
<td></td>
<td>Public Works</td>
<td></td>
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<tr>
<td></td>
<td>a. Explore utilization for municipal use</td>
<td>Completed</td>
<td>Public Works</td>
<td>Finance</td>
</tr>
<tr>
<td></td>
<td>1. Prepare design plans</td>
<td>Completed</td>
<td>Public Works</td>
<td>Community Dev</td>
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<td></td>
<td>2. Bid and construct improvements</td>
<td>On hold</td>
<td>Public Works</td>
<td>Community Dev</td>
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<td></td>
<td>b. Develop five year CIP with IW Plaza’s association for center</td>
<td>Completed</td>
<td>Finance</td>
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<td></td>
<td>improvements</td>
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<td>5.</td>
<td>Fogelson property (west of Miles Ave)</td>
<td></td>
<td>Community Dev</td>
<td></td>
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<td></td>
<td>a. Terminate Development Agreement and take necessary action</td>
<td>Completed</td>
<td>Community Dev</td>
<td></td>
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<tr>
<td></td>
<td>b. Investigate other development alternatives for site</td>
<td>On going</td>
<td>Community Dev</td>
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<td>6.</td>
<td>Indian Wells Crossing/Brixton property</td>
<td></td>
<td>Community Dev</td>
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<td></td>
<td>a. Staff assists developer in streamlining entitlement process</td>
<td>On hold</td>
<td>Community Dev</td>
<td></td>
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<tr>
<td></td>
<td>b. Proactive partnership with Brixton regard adjacent 3 ac site</td>
<td>On going</td>
<td>City Manager</td>
<td>Community Dev</td>
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<tr>
<td></td>
<td>and Mtn View Villas site for additional commercial or mixed use</td>
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<td>7.</td>
<td>Improve development process to be more efficient</td>
<td></td>
<td>Community Dev</td>
<td>Public Works</td>
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<tr>
<td></td>
<td>a. Review development fee schedule</td>
<td>Spring 2016</td>
<td>Public Works</td>
<td></td>
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<tr>
<td></td>
<td>b. Training for public counter operations to ensure coverage</td>
<td>Completed</td>
<td>Personnel</td>
<td></td>
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<td></td>
<td><strong>EXPAND AND IMPLEMENT REVENUE GENERATING OPPORTUNITIES</strong></td>
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<tr>
<td>8.</td>
<td>Vacation rental compliance program</td>
<td>Completed</td>
<td>City Manager</td>
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<td>9.</td>
<td>Newsletter ad sales</td>
<td></td>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Review of ad sales program</td>
<td>Completed</td>
<td>Marketing</td>
<td></td>
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<tr>
<td>10.</td>
<td>Fee for resident events</td>
<td></td>
<td>Marketing</td>
<td></td>
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<tr>
<td></td>
<td>a. Continue to test charging fee for resident events</td>
<td>Completed</td>
<td>Marketing</td>
<td></td>
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<tr>
<td>11.</td>
<td>Insure appropriate rental rates at senior housing communities</td>
<td>Completed</td>
<td>City Manager</td>
<td>Finance</td>
</tr>
<tr>
<td>12.</td>
<td>Attribute appropriate cost to Housing Authority transfers and staff</td>
<td>Completed</td>
<td>Finance</td>
<td>Community Dev</td>
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<td></td>
<td>time allocation related to managing assets</td>
<td></td>
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<tr>
<td></td>
<td>a. Develop direct payroll allocation to Housing Authority to</td>
<td>Completed</td>
<td>Finance</td>
<td></td>
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<td></td>
<td>decrease General Fund administration costs</td>
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<tr>
<td>13.</td>
<td>Actively investigate Federal/State grant funding opportunities for</td>
<td>Implemented</td>
<td>City Manager</td>
<td>Dept. Heads</td>
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<tr>
<td></td>
<td>City</td>
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<tr>
<td></td>
<td>a. Develop training program for City staffer in grant writing</td>
<td>On going</td>
<td>City Manager</td>
<td></td>
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<tr>
<td>14.</td>
<td>Indian Wells Golf Resort</td>
<td></td>
<td>Finance</td>
<td></td>
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<tr>
<td></td>
<td>a. Monitor implementation of strategic plan components</td>
<td>Completed</td>
<td>Finance</td>
<td></td>
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<td></td>
<td>b. Expand shoulder and summer seasons via marketing</td>
<td>Implemented</td>
<td>Finance</td>
<td>Marketing</td>
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<tr>
<td></td>
<td>c. Reduce operating losses during shoulder and summer seasons</td>
<td>Implemented</td>
<td>Finance</td>
<td>Marketing</td>
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<td><strong>TOURISM AND MARKETING STRATEGY</strong></td>
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<tr>
<td>15.</td>
<td>Create a tourism and marketing strategy for 2015-17</td>
<td>Fall 2015</td>
<td>Marketing</td>
<td></td>
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<tr>
<td></td>
<td>a. Buxton provides demographic and psychographic data on visitors</td>
<td>Completed</td>
<td>Marketing</td>
<td></td>
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<tr>
<td>16.</td>
<td>Support events held in City by other entities</td>
<td>On going</td>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td>17.</td>
<td>Explore revenue generating event opportunities within City</td>
<td>On going</td>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td>18.</td>
<td>Explore opportunities for additional activities/events in partnership with Tennis Garden</td>
<td>On going</td>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td>19.</td>
<td>Explore additional community events</td>
<td>On going</td>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td><strong>MAINTAIN EXCEPTIONAL FINANCIAL MANAGEMENT PRACTICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20.</td>
<td>Complete a Comprehensive Financial Strategy</td>
<td>Completed</td>
<td>Finance</td>
<td></td>
</tr>
<tr>
<td>21.</td>
<td>Evaluate and monitor City contracts</td>
<td>On going</td>
<td>City Clerk</td>
<td></td>
</tr>
</tbody>
</table>
## FY 2014-15 City Goals and Action Plan

<table>
<thead>
<tr>
<th>Item</th>
<th>Goal</th>
<th>Target Date</th>
<th>Lead Dept.</th>
<th>Related Dept(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Continue to build trust, capacity and a customer service culture in the Indian Wells organization</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>STRENGTHEN THE PERSONNEL SYSTEM</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22.</td>
<td>Implement a merit based compensation system</td>
<td>Completed</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Create performance measurement system</td>
<td>Completed</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Create merit based compensation system</td>
<td>Completed</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. Implement merit based compensation system</td>
<td>Completed</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>23.</td>
<td>Update City Personnel Rules</td>
<td></td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Identify potential changes to Personnel Rules</td>
<td>Completed</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Meet with Council on Personnel Rules</td>
<td>Completed</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. Meet and consult with IW Employee Association on Personnel Rules</td>
<td>Completed</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>24.</td>
<td>Hold employee events to share information and build organization culture</td>
<td>Implemented</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>25.</td>
<td>Build positive labor relations with the IW City Employee Association</td>
<td>On going</td>
<td>City Manager</td>
<td></td>
</tr>
</tbody>
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## FY 2014-15 City Goals and Action Plan

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<tbody>
<tr>
<td>26.</td>
<td>Develop a training program for employees</td>
<td></td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Encourage professional and growth opportunities</td>
<td>Implemented</td>
<td>Dept. Heads</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Detail funding program specific to each department’s needs</td>
<td>Completed</td>
<td>City Manager</td>
<td>Finance</td>
</tr>
<tr>
<td></td>
<td>c. Maintain all certificate compliance requirements</td>
<td>Implemented</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>27.</td>
<td>Create policy, based on actuarials, as to acceptable funding levels for PERS retirement and OPEB (Other Post retirement Employee Benefits)</td>
<td>Completed</td>
<td>Finance</td>
<td></td>
</tr>
</tbody>
</table>

### IMPROVE COMMUNICATIONS SYSTEM

<table>
<thead>
<tr>
<th>Item</th>
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</tr>
</thead>
<tbody>
<tr>
<td>28.</td>
<td>Maintain regular communications with City Council, community and employees through newsletter, articles, reports and other opportunities</td>
<td>Implemented</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>29.</td>
<td>Keep important topics fresh on City's website</td>
<td>Implemented</td>
<td>City Clerk</td>
<td>Marketing</td>
</tr>
<tr>
<td>30.</td>
<td>Communicate directly with Council and residents on projects in the City</td>
<td>Implemented</td>
<td>City Manager</td>
<td></td>
</tr>
</tbody>
</table>
# FY 2014-15 City Goals and Action Plan

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<tbody>
<tr>
<td>29.</td>
<td>Continue to build Indian Wells Community devoted to an exceptional quality of life</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

## DESIGN AND CONSTRUCT CARL BRAY MONUMENT

<table>
<thead>
<tr>
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<th>Target Date</th>
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<th>Related Dept(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>31.</td>
<td>Obtain consultant and prepare design plans</td>
<td>Completed</td>
<td>Community Dev</td>
<td>Public Works</td>
</tr>
<tr>
<td>32.</td>
<td>Conduct public meetings with Council and stakeholders</td>
<td>Completed</td>
<td>Community Dev</td>
<td>Public Works</td>
</tr>
<tr>
<td>33.</td>
<td>Bid and construct project</td>
<td>Completed</td>
<td>Public Works</td>
<td>Community Dev</td>
</tr>
</tbody>
</table>

## DESIGN AND CONSTRUCT COOK AND HIGHWAY 111 ENTRANCE

<table>
<thead>
<tr>
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<th>Target Date</th>
<th>Lead Dept.</th>
<th>Related Dept(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>34.</td>
<td>Obtain consultant and prepare design plans</td>
<td>On hold</td>
<td>Public Works</td>
<td>Community Dev</td>
</tr>
<tr>
<td>35.</td>
<td>Conduct public meetings with Council and stakeholders</td>
<td>On hold</td>
<td>Public Works</td>
<td>Community Dev</td>
</tr>
<tr>
<td>36.</td>
<td>Bid and construct project</td>
<td>On hold</td>
<td>Public Works</td>
<td>Community Dev</td>
</tr>
</tbody>
</table>

## CONTINUE TO IMPROVE EASE OF USE OF THE CITY’S WEBSITE

<table>
<thead>
<tr>
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<th>Target Date</th>
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<th>Related Dept(s)</th>
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<tbody>
<tr>
<td>37.</td>
<td>Increase availability of city documents on website</td>
<td>Implemented</td>
<td>City Clerk</td>
<td></td>
</tr>
<tr>
<td>38.</td>
<td>Update all existing documents on website for text recognition and key words to improve website search function</td>
<td>Completed</td>
<td>City Clerk</td>
<td></td>
</tr>
<tr>
<td>39.</td>
<td>Investigate alternates for ticket reservation</td>
<td>Completed</td>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td>40.</td>
<td>Implement construction project status updates</td>
<td>On hold</td>
<td>Community Dev</td>
<td></td>
</tr>
</tbody>
</table>
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<tr>
<td></td>
<td><strong>COMPLETE THE UTILTIY UNDERGROUNDING PROJECT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41.</td>
<td>Monitor public &amp; private construction and removal of poles</td>
<td>Summer 2015</td>
<td>Public Works</td>
<td></td>
</tr>
<tr>
<td>42.</td>
<td>Continue communications through all mediums to residents on project</td>
<td>Completed</td>
<td>Marketing</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>COMPLETE PAVEMENT MANAGEMENT SYSTEM</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>43.</td>
<td>Adopt a pavement management program</td>
<td>Completed</td>
<td>Public Works</td>
<td></td>
</tr>
<tr>
<td>44.</td>
<td>Implement system into five year CIP and long-term capital reserve</td>
<td>Completed</td>
<td>Public Works</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>MONITOR STATE AND REGIONAL LEGISLATIVE ACTIONS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>45.</td>
<td>Forward League and lobbyist legislative update to Council and</td>
<td>Implemented</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Department Heads</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>46.</td>
<td>Adopt annual Legislative agenda</td>
<td>Completed</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>47.</td>
<td>Maintain close communications with City’s advocacy consultant</td>
<td>Implemented</td>
<td>City Manager</td>
<td></td>
</tr>
</tbody>
</table>