Strategic Planning, City Goals, and Operations Workshop

February 11-12, 2015
draft informal summary notes from Don Maruska, facilitator
Outline for Workshop Sessions

1. Review purpose, process and guidelines
2. Identify desired strategic direction for City – hopes for the future of Indian Wells and critical issues to address
3. Formulate strategic plan for the next 4 years
4. Note suggestions for changes in other programs
5. Agree upon FY 2015-2017 budget goals within City’s capacity
6. Clarify roles and responsibilities of Council, Staff, and public
7. Discuss desired framework and guidelines for Council members in fulfilling their governance roles
8. Review next steps
1. Review purpose, process and guidelines
Your hopes for these workshop sessions

- Move forward with the City’s business to deliver value for the City with residents as the priority
- Pursue a positive, collaborative style to get things done together
- Work as a team with respect and without antagonism
- Establish a clear vision for the City and a set of goals that reflect community’s interests and what we can achieve.
- Get City Manager and staff in position to run the City with Council in a policy role.
- Agree upon a focused and efficient approach to Council meetings
- Develop an effective governance policy that has teeth to it.
Your thoughts about ways to enhance the Council’s performance

- Full, balanced participation – listen to understand without prejudice
- Keep personal feelings out of the room
- Have freedom to express opinions and allow others to do the same with balanced participation
- Take full advantage of Council members’ skill sets and match them to the needs – best team on field to get the jobs done
- Focus on study sessions for major priorities and encourage broader public involvement
- Empower City Manager and Staff to perform and receive concise, well-written presentations from them
What you are offering to help the workshop sessions be successful

- Layout clear objectives for the City
- Focus on prudent ways to sustain fiscal vitality
- Approach sessions with an open mind, no grudges or IOUs
- Provide positive reinforcement for constructive behavior
- Contribute to a positive story of how we are moving forward
“Alignment” – key to success

- Shared hopes
- Strategy
- Structure
- Staff
- Skills
- Style
- Systems

adapted from *In Search of Excellence*, Peters and Waterman, 1982
2. Identify desired strategic direction for City

1. Stakeholders in City’s future

2. Your hopes for the City of Indian Wells

3. Critical issues that need attention
Stakeholders in City’s future

- Residents (FT, PT; FT non-voting, PT non-voting)
- Hotels
- Businesses (e.g. Tennis Gardens)
- Tourists
- Non-profits
- Employees
- Utility services
- State and federal government
- Emergency (police, fire, medical services)
City’s Mission

Create an unsurpassed quality of life for our residents and guests by providing superior public safety, exception service and outstanding amenities that will further enhance our image as a prestigious community and international resort destination.
What are your hopes for the City of Indian Wells?

a. Write 1 hope per sheet. (Consider, for example, hopes about results, relationships, resources, rewards, etc.)

b. Mark the most compelling with a *
<table>
<thead>
<tr>
<th>Hopes</th>
<th>Why important</th>
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<tbody>
<tr>
<td>Keep City in strong economic condition</td>
<td>Need to generate more revenue to support future needs—key to budget role</td>
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<tr>
<td>World-class destination for tourists and residents</td>
<td>Key driver for financial stability and create a special environment for residents</td>
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<tr>
<td>Maintain residential character of the City and avoid making unnecessary changes</td>
<td>Reason for living in Indian Wells – quality of residential life</td>
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<tr>
<td>Protect residents’ amenities and think of residents first</td>
<td>Service to residents, amenities are a core characteristic of City</td>
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<tr>
<td>Commitment of all Council members to work cooperatively and effectively together</td>
<td>This collaboration is key to getting everything else done.</td>
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<tr>
<td>Take personalities out of the situation</td>
<td>Accomplish more</td>
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<tr>
<td>Contribute to the greater community – experience, financial resources</td>
<td>Support regional activities to resolve broader issues affecting the community</td>
</tr>
<tr>
<td>Maintain high levels of public safety</td>
<td>Core element of service delivery</td>
</tr>
</tbody>
</table>
Identify critical issues for the City to address

a. Write 1 issue per sheet.
b. Mark the most compelling with a “*”
c. Express your most compelling issue (which others haven’t already addressed).
d. Next person reflects what was said before proceeding to share a compelling issue from his perspective.
<table>
<thead>
<tr>
<th>Critical Issues</th>
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<tbody>
<tr>
<td>Maintain fiscal strength: (a) finding revenue from existing real estate (commercial, housing), (b) boost TOT through existing hotels and potential new hotels, and (c) continue collaborative work with Tennis Gardens.</td>
</tr>
<tr>
<td>Deal with disruption of residential quality from people coming into the City (address ordinances with disruptive behavior). Impact (short-term and long-term) of tourist and rentals on real estate market and quality of life.</td>
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<tr>
<td>Developments need to manage positives and negatives to maintain quality of life – City needs to provide guidance to get the right solution or find alternative sources of revenue.</td>
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<tr>
<td>Better ways to gather and share information – more efficient meetings.</td>
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<tr>
<td>Need to manage rising costs, especially for police services. Explore options with other contract cities.</td>
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<tr>
<td>How to provide adequate parking down the road.</td>
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<tr>
<td>Need to identify a strong, viable management company for senior housing.</td>
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<tr>
<td>Transportation is critical – keep 111 character, public transportation to LA, Orange, etc.</td>
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</table>
Critical issues for the City to address

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<td>How to encourage constructive, respectful civic dialogue on key issues.</td>
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<tr>
<td>Website management – more user-friendly</td>
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<tr>
<td>Continued support and success of golf course</td>
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</table>
City of Indian Wells’ strategy is to...

sustain and enhance quality of life for residents and economic vitality of the City through

(a) expanded revenues from current and new commercial activity that boosts the City’s appeal for residents and visitors and generates revenues to meet rising service costs and

(b) thoughtful policies (such as treatment of vacation rentals) that balance economic uses and other community values;

achieved through constructive dialogue among the Council and the public that builds community.
3. Formulate strategic plan for next 4 years

[discussion of consolidated list of Council members’ input about suggested goals]
Council establishes desired outcomes
“What”

Council and staff conduct study sessions on goals with public

Staff tees up major policy issues for Council

Staff prepares plan & budget
“How”

Council resolves policy issues and staff implements

Staff delivers results and Council reviews

Process for developing and pursuing goals
4. Note suggestions for changes to other programs

[discussion of consolidated list of Board members’ input]
5. Agree upon budget goals for FY 2015-2017 within City’s capacity

[see final list of Major City Goals and Other Important Objectives]
Priority Scale [used for creating first cut on goals]

- 5 Most important, highest priority for City to achieve over the next 2 years.
- 4 Very important goal to achieve.
- 3 Important goal to achieve.
- 2 Address if resources are available.
- 1 Defer to 2017-19 for consideration.
- 0 Not a priority goal.

Suggestion: total points available to allocate = # of candidate goals x 3.

Suggestion: Major City Goals (majority of Council give 4’s or 5’s); Other Important Objectives (majority give 3’s or 4’s)
6. Clarify roles and responsibilities of Council, Staff, and public
Roles for Council, Staff, and public

GOVERNANCE ROLES. Council sets goals, decides policies, and monitors results with Staff providing plans and recommendations, executing the plans, and reporting results; and the City Manager has accountability for City operations.

PUBLIC ENGAGEMENT. Offer study sessions on major issues and consider occasional evening meetings to enhance public involvement.
7. Discuss desired framework and guidelines for Council conduct
7. Discerning a path to support constructive Council conduct

1. Who has a stake in Council’s conduct?
2. What are your hopes for constructive conduct?
3. What issues or concerns need attention?
4. What options are useful to evaluate?
5. What information is needed to choose a path?
Council conduct policy

Hopes for a policy

- Work with existing policies, consolidate information in one place, and keep it simple
- Provide process for handling differing perspectives on behavior, responding to complaints, and resolving matters
- Model desired behaviors to encourage positive community behavior for community
- Provide clear procedure for dealing with complaints that is not overly subjective
- Focus on constructive criticism and agree that personal attacks on staff or public are inappropriate
- Agree to disagree respectfully and professionally
- Encourage informal ways to improve behavior
Comments about draft

- Good start.
- How to evaluate behavior?—needs to be more specific.
- Need to encompass all elements of Policy Manual (including Ethics Policy).
- Ultimately, it’s a Council determination.
- Need to address different types and levels of severity of infractions with Council as the ultimate arbiter.
- Compare with investigation process for complaints about City employees.
- Refer to City Attorney to receive comments and to reconcile inconsistencies, mesh policies together (incorporate by reference Ethics section and attach), and move the discussion forward.
- Avoid arbitrary actions—provide clear basis for complaint.
- Eliminate the Member Statement.
8. Next Steps

1. Report on strategic direction and goals at an upcoming Council meeting.

2. Decide about the Council Governance policy.

3. Follow up to identify and reinforce successes on these items and support continued progress (targeted for April/May)
Provide feedback on these workshop sessions and plans to move forward

<table>
<thead>
<tr>
<th>What worked well</th>
<th>What could be better</th>
<th>How to go forward</th>
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<tbody>
<tr>
<td>Worked well together, respected one another,</td>
<td>Merging old plan and new; more staff participation</td>
<td>Perhaps begin with existing plan</td>
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<tr>
<td>Like informal setting with community attendees more connected; open to public</td>
<td>More review of existing plan</td>
<td></td>
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<tr>
<td>engagement along the way; thankful for listening by staff; helpful facilitation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High degree of respect shown, listened and heard others; good product</td>
<td>Tendency to get bogged down in micro management and minutiae</td>
<td></td>
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<tr>
<td>Agree with all others; format is far superior as dialogue</td>
<td></td>
<td>Provide video and meetings for public viewing</td>
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<tr>
<td>Accomplishments extremely important; valuable facilitation; gets everyone together;</td>
<td>More public participation</td>
<td>Opportunities for Council and City to get ahead of issues that face the City</td>
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<td>positive moving forward</td>
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<tr>
<td>Clear understanding of what Council wants; excited about goals; good connection</td>
<td></td>
<td>Develop work plans to realize goals; provide advance copies of composite goals for</td>
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<tr>
<td>with Council and public; flexibility and candor of Council; kudos for initiative</td>
<td></td>
<td>public; interactive format is very productive; Annual Strategic Plan update –current and future, provide continuity on website with links and accomplishments</td>
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<tr>
<td>to move forward</td>
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