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# Special City Council Meeting Agenda

Thursday, March 20, 2014

9:00 a.m.

Indian Wells Golf Resort, Celebrity Ballroom  
44-500 Indian Wells Lane, Indian Wells



*Indian Wells City Hall*

WELCOME TO A SPECIAL MEETING OF THE CITY COUNCIL. ALL PERSONS WISHING TO ADDRESS THE CITY COUNCIL SHOULD FILL OUT A BLUE PUBLIC COMMENT FORM BEFORE THE MEETING BEGINS AND GIVE IT TO THE CLERK. WHEN THE MAYOR HAS RECOGNIZED YOU, PLEASE COME FORWARD TO THE PODIUM AND STATE YOUR NAME FOR THE RECORD. A 3-MINUTE TIME LIMIT IS CUSTOMARY. PLEASE NOTE THAT YOU MAY ADDRESS THE CITY COUNCIL ON AN AGENDA ITEM AT THE TIME IT IS DISCUSSED, BUT ONLY AFTER BEING RECOGNIZED BY THE MAYOR. ANY PUBLIC RECORD, RELATING TO AN OPEN SESSION AGENDA ITEM, THAT IS DISTRIBUTED WITHIN 72 HOURS PRIOR TO THE MEETING IS AVAILABLE FOR PUBLIC INSPECTION AT CITY HALL RECEPTION AREA 44-950 ELDORADO DRIVE, INDIAN WELLS DURING NORMAL BUSINESS HOURS.

**1. CONVENE THE CITY COUNCIL, PLEDGE OF ALLEGIANCE AND ROLL CALL**

MAYOR TED J. MERTENS  
MAYOR PRO TEM TY PEABODY  
COUNCIL MEMBER PATRICK MULLANY  
COUNCIL MEMBER DOUGLAS HANSON  
COUNCIL MEMBER MARY T. ROCHE

**2. APPROVAL OF THE FINAL AGENDA**

**3. PUBLIC COMMENTS**

**ALLOWED FOR ONLY THE LISTED ITEMS ON THE SPECIAL MEETING AGENDA**

ALL PERSONS WISHING TO ADDRESS THE CITY COUNCIL SHOULD FILL OUT A BLUE PUBLIC COMMENT FORM IN ADVANCE AND HAND IT TO THE CLERK. PLEASE NOTE THAT YOU MAY ADDRESS THE CITY COUNCIL ON AN AGENDA ITEM LISTED ON THE SPECIAL MEETING AGENDA ONLY, BUT ONLY AFTER BEING RECOGNIZED BY THE MAYOR. AT THE APPROPRIATE TIME, PLEASE COME FORWARD TO THE PODIUM AND STATE YOUR NAME FOR THE RECORD. A THREE-MINUTE LIMIT IS CUSTOMARY. NOTWITHSTANDING THE FOREGOING, COUNCIL MEMBERS AND STAFF MAY BRIEFLY RESPOND TO STATEMENTS MADE OR QUESTIONS POSED DURING PUBLIC COMMENTS, AS LONG AS SUCH RESPONSES DO NOT CONSTITUTE ANY DELIBERATION OF THE ITEM.

**4. GENERAL BUSINESS**

- A. Discussion and Possible Action Concerning Fiscal Year 2014-15 City Goals and Action Plans. Page 5.

**RECOMMENDED ACTION:**

COUNCIL **DISCUSSES** FISCAL YEAR 2014-15 CITY GOALS AND ACTION PLANS AND MAKES REVISIONS AS NECESSARY.

**5. ADJOURNMENT**

TO A REGULARLY SCHEDULED MEETING OF THE CITY COUNCIL TO BE HELD AT 1:30 P.M. ON MARCH 20, 2014 IN THE CITY HALL COUNCIL CHAMBERS.

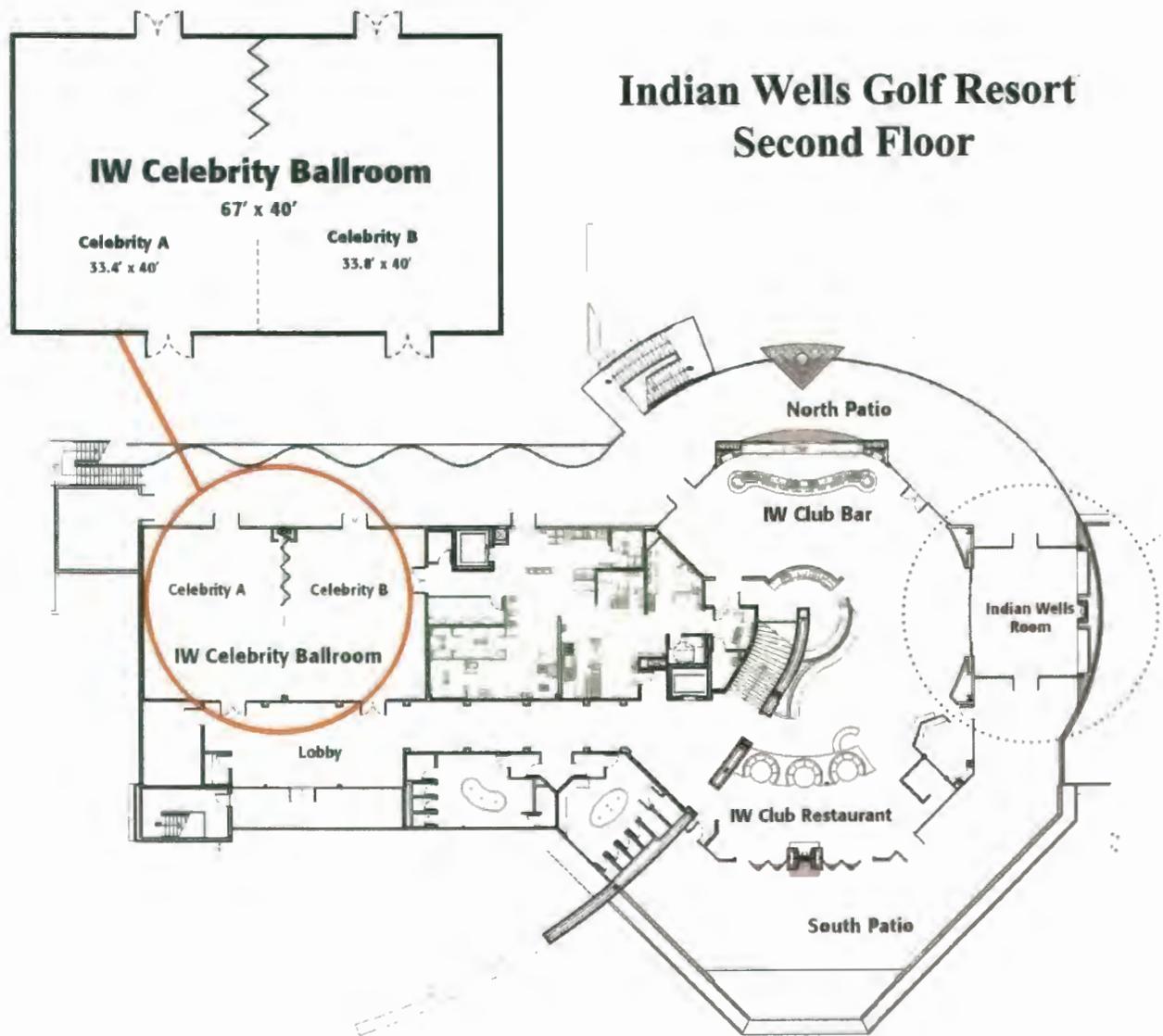
IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT THE CITY CLERK AT (760) 346-2489. NOTIFICATION 48 HOURS PRIOR TO THE MEETING WILL ENABLE THE CITY TO MAKE REASONABLE ARRANGEMENTS TO ENSURE ACCESSIBILITY TO THIS MEETING. 128 CFR 35.102.35.104 ADA TITLE III

AFFIDAVIT OF POSTING

I, Anna Grandys, certify that on March 14, 2014, I caused to be posted a notice of a Special City Council Meeting to be held on Thursday, March 20, 2014 at 9:00 a.m. at the Indian Wells Golf Resort, Celebrity Ballroom.

Notices were posted at Indian Wells Civic Center, Village 1 [Ralph's], and Indian Wells Plaza [Indian Wells Chamber of Commerce], and were delivered to all City Council members.

  
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Anna Grandys  
Chief Deputy City Clerk



## ***Indian Wells City Council***

***Staff Report – City Manager’s Office***

***March 20, 2014***

### **Discussion and Possible Action Concerning Fiscal Year 2014-15 City Goals and Action Plans**

#### **RECOMMENDATION:**

City Council **DISCUSSES** Fiscal Year 204-15 City Goals and Action Plans and makes revisions as necessary.

#### **DISCUSSION:**

The purpose of strategic planning is to anticipate the future, envision what the organization must become in order to operate effectively with 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 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.*

The Council at the February strategic workshops reaffirmed the current 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

## Strategic Planning:

The diagram below illustrates the Strategic Planning Process, and that the City is at the refining the action plans stage:



## **The City Council Strategic Planning Workshops:**

The City Council met in a day and a half session February 11-12, 2014, and developed a Strength, Weaknesses, Opportunities and Threats (SWOT) analysis; the comments collected are recorded below:

### **STRENGTHS**

#### *City*

- Size of City
- Fiscal Policy
- Size of employees & quality base
- Highway 111 corridor beauty
- Property values
- Employees
- Better communication
- Water resources
- City owned property
- Council teamwork
- City assets
- Quality infrastructure
- Public safety
- Reputation

#### *Residents*

- Income level
- Population age
- Professional residents
- Resident benefits
- Community involvement

#### *Tourists*

- Tourism industry
- IW Tennis Garden
- Golf Resort
- Hotels
- Brand
- Restaurants
- International destination
- Living Desert
- Realtor program

#### *Location*

- Country Club gated areas
- Pristine environment
- Climate
- Proximity to medical services
- Location
- Away from Highway 10

## **WEAKNESSES**

### *City*

- Lack of compassion from City Council
- Website
- RDA gone
- Long term PERS liability
- Size of City
- Vacation rental program

### *Residents*

- Resident expectations
- Seasonal population
- Aging residents

### *Tourists*

- Seasonality

### *Miscellaneous*

- Traffic
- Lack of commercial development
- IW Village Shopping Center age
- Lack of retail
- Lack of parking – IW Tennis Garden
- Highway 111/Fred Waring - dividing City
- Land locked
- Property tax revenues
- Salton Sea
- Weather
- San Andreas Fault
- No community center
- No parks & recreation

## **OPPORTUNITIES**

- Vacant land
- Vacation rentals
- Increased tourism
- New residents
- IW Golf Resort
- IW Golf Resort Pavilion
- Create parking
- Increased admission tax revenue
- Movie theatre
- City Council
- New staff positions
- Increased events
- Temporary facilities for revenue
- Provide Valley leadership

## **THREATS**

- State – Legislature/Governor
- Salton Sea
- Water resources
- Economic downturn
- Aging infrastructure
- Flat property tax
- Miles Lodge
- Traffic
- Earthquakes
- Increased contract costs
- Increased competition from Arizona
- Increased interest rates
- Obama Care
- New hotel development outside of City
- Crime
- Flood channel
- Council Member personal agendas
- Commercial development in La Quinta
- CVAG priorities contrary to City's
- Potential loss of grocery store
- New Council Members
- CVB/PS Convention Center

The Council also identified future scenarios for Indian Wells at the workshops, they included:

- Public safety
- Ambience
- Economic strength
- Property values
- Leadership
- Indian Wells of today with enhanced beauty and development on vacant lots
- International recognition
- Additional retail development
- Uniqueness
- Indian Wells pride
- Potentially younger resident population
- New hotel development
- Strong infrastructure
- Complete Highway 111 visual improvements
- Northeast corner of the City fully developed
- Pursue relationship with Tennis Gardens to develop South of Miles property
- Plan for use of Housing Authority properties on Warner Trail

The Council then discussed priorities for the future and action plans to further the City's goals. Those goals and action plans have been captured in the attachment. This meeting is designed to review the City's goals and action plans and make any adjustment to insure the goals are implemented and feasible for the organization.

**FISCAL IMPACT:**

There is no current fiscal impact. While adopting the 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.

**ATTACHEMENT:**

1. FY 2014-15 City Goals and Action Plans

# FY 2014-15 City Goals and Action Plan

Item	Goal	Target Date	Lead Dept	Related Dept(s)
<b>Continue to enhance the Indian Wells financial condition</b>				
<b>PURSUE ECONOMIC DEVELOPMENT OPPORTUNITIES</b>				
1.	Explore incentives to encourage temporary facilities		Community Dev	
	a. Mtn View Villas phase II site – permanent/temporary		Community Dev	
	b. Miles Crossing 3 ac site – temporary		Community Dev	
	c. Work with private property owners – temporary		City Manager	Community Dev
2.	Identify opportunities for vacant sites within City		Community Dev	
	a. Contact property owners and discuss alternatives		City Manager	
	b. Prepare conceptual plans for potential development		Community Dev	
	1. Indian Wells Resort Hotel property		Community Dev	
	2. Lissoy property		Community Dev	
	3. Hagen property		Community Dev	
	4. Housing Authority properties		Community Dev	
	c. Screen or beautify vacant parcels		Public Works	
	1. Permanent landscaping Mtn View Villas phase II frontage		Community Dev	Public Works
	2. Temporary landscaping Miles Crossing 3 ac frontage		Public Works	
3.	Develop parking on the South of Miles property		City Manager	
	a. Remove excess dirt and grade site		Public Works	

Attachment #1

# FY 2014-15 City Goals and Action Plan

Item	Goal	Target Date	Lead Dept	Related Dept(s)
4.	Improve 45-300 Club Drive building and center		Public Works	
	a. Explore utilization for municipal use		Public Works	Finance
	1. Prepare design plans		Public Works	Community Dev
	2. Bid and construct improvements		Public Works	
	b. Develop five year CIP with IW Plaza's association for center improvements		Finance	
5.	Miles Lodge/Ryerson property		Community Dev	
	a. Monitor Development Agreement and take necessary action	June 2014	Community Dev	
	b. Monitor Conditions of Approval for timing compliance		Community Dev	Public Works
	a. Investigate other development alternatives for site		Community Dev	
6.	Indian Wells Crossing property		Community Dev	
	a. Staff assists developer in streamlining entitlement process		Community Dev	
	b. Proactive partnership with Brixton regard adjacent 3 ac site and Mtn View Villas site for additional commercial or mixed use		City Manager	Community Dev
7.	Improve development process to be more efficient with less red tape		Community Dev	Public Works
	a. Review development fee schedule		Community Dev	Public Works
	b. Training for public counter operations to ensure coverage		Personnel	City Clerk

# FY 2014-15 City Goals and Action Plan

Item	Goal	Target Date	Lead Dept	Related Dept(s)
<b>EXPAND AND IMPLEMENT REVENUE GENERATING OPPORTUNITIES</b>				
1.	Implement vacation rental compliance program		Finance	Community Dev
2.	Newsletter ad sales		Marketing	
	a. Review of ad sales program		Marketing	
3.	Fee for resident events		Marketing	
	a. Continue to test charging fee for resident events		Marketing	
4.	Insure appropriate rental rates at senior housing communities		Community Dev	
5.	Attribute appropriate cost to Housing Authority transfers and staff time allocation related to managing assets		Finance	Community Dev
	a. Develop direct payroll allocation to Housing Authority to decrease General Fund administration costs		Finance	
6.	Actively investigate Federal/State grant funding opportunities for City		City Manager	Dept Heads
	a. Develop training program for City staffer in grant writing		City Manager	
7.	Indian Wells Golf Resort		Finance	
	a. Monitor implementation of strategic plan components		Finance	
	b. Expand shoulder and summer seasons via marketing		Finance	Marketing
	c. Reduce operating losses during shoulder and summer seasons		Finance	

# FY 2014-15 City Goals and Action Plan

Item	Goal	Target Date	Lead Dept	Related Dept(s)
<b>TOURISM AND MARKETING STRATEGY</b>				
1.	Create and implement strategy		Marketing	
	a. Develop key markets plan		Marketing	
	b. Develop consistent ROI analysis on marketing opportunities		Marketing	Finance
2.	Proactive partnership with hotels to increase occupancy and average daily rate		Marketing	
	a. Improve nexus with hotels and IWGR		Marketing	
3.	Expand marketing footprint for IWGR		Marketing	
4.	Increase events at IWGR Pavilion		Finance	Marketing
5.	Support events held in City by other entities		Marketing	
6.	Explore revenue generating event opportunities within City		Marketing	
7.	Explore opportunities for additional activities/events in partnership with Tennis Garden		Marketing	
8.	Explore additional community events		Marketing	
<b>MAINTAIN EXCEPTIONAL FINANCIAL MANAGEMENT PRACTICES</b>				
1.	Complete a Comprehensive Financial Strategy		Finance	
2.	Evaluate and monitor City contracts		City Clerk	

# FY 2014-15 City Goals and Action Plan

Item	Goal	Target Date	Lead Dept	Related Dept(s)
<b>Continue to build trust, capacity and a customer service culture in the Indian Wells organization</b>				
<b>STRENGTHEN THE PERSONNEL SYSTEM</b>				
1.	Implement a performance based compensation system		City Manager	
	a. Update job descriptions		City Manager	
	b. Create performance measurement system		City Manager	
	c. Create performance based compensation system		City Manager	
	d. Implement performance based compensation system		City Manager	
2.	Update City Personnel Rules		City Manager	
	a. Draft new Personnel Rules		City Manager	
	b. Meet with Council on Personnel Rules		City Manager	
	c. Meet and consult with IW Employee Association on Personnel Rules		City Manager	
3.	Hold employee events to share information and build organization culture		City Manager	
4.	Maintain labor relations with the IW Employee Association		City Manager	

# FY 2014-15 City Goals and Action Plan

Item	Goal	Target Date	Lead Dept	Related Dept(s)
6.	Develop a training program for employees		City Manager	
	a. Encourage professional and growth opportunities		Dept Heads	
	b. Detail funding program specific to each department's needs		City Manager	Finance
	c. Maintain all certificate compliance requirements		City Manager	
7.	Create policy, based on actuarials, as to acceptable funding levels for PERS retirement and OPEB (Other Post retirement Employee Benefits)		Finance	

## IMPROVE COMMUNICATIONS SYSTEM

1.	Maintain regular communications with City Council, community and employees through newsletter, articles, reports and other opportunities		City Manager	
2.	Keep important topics fresh on City's website		City Clerk	Marketing
3.	Communicate directly with Council and residents on projects in the City		City Manager	

# FY 2014-15 City Goals and Action Plan

Item	Goal	Target Date	Lead Dept	Related Dept(s)
<b>Continues to build Indian Wells Community devoted to an exceptional quality of life</b>				
<b>DESIGN AND CONSTRUCT CARL BRAY MONUMENT</b>				
1.	Obtain consultant and prepare design plans		Community Dev	
2.	Conduct public meetings with Council and stakeholders		Community Dev	
3.	Bid and construct project		Public Works	
<b>DESIGN AND CONSTRUCT COOK AND HIGHWAY 111 ENTRANCE</b>				
1.	Obtain consultant and prepare design plans		Public Works	Community Dev
2.	Conduct public meetings with Council and stakeholders		Public Works	Community Dev
3.	Bid and construct project		Public Works	
<b>CONTINUE TO IMPROVE EASE OF USE OF THE CITY'S WEBSITE</b>				
1.	Increase availability of city documents on website		City Clerk	
2.	Update all existing documents on website for text recognition and key words to improve website search function		City Clerk	
3.	Investigate alternates for ticket reservation		Marketing	
4.	Implement construction project status updates		Community Dev	

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# FY 2014-15 City Goals and Action Plan

Item	Goal	Target Date	Lead Dept	Related Dept(s)
<b>COMPLETE THE UTILTY UNDERGROUNDING PROJECT</b>				
1.	Monitor public & private construction and removal of poles		Public Works	
2.	Continue communications through all mediums to residents on project		Marketing	
<b>COMPLETE PAVEMENT MANAGEMENT SYSTEM</b>				
1.	Develop Request for Proposal for assessment of physical condition of City streets		Public Works	
2.	Adopt a pavement management program		Public Works	
3.	Implement system into five year CIP and long-term capital reserve policy		Public Works	
<b>MONITOR STATE AND REGIONAL LEGISLATIVE ACTIONS</b>				
1.	Forward League and lobbyist legislative update to Council and Department Heads		City Manager	
2.	Adopt annual Legislative agenda		City Manager	
3.	Maintain close communications with City's advocacy consultant		City Manager	