
Special Council

Meeting Agenda

Thursday, May 21, 2015

10:00 AM

City Hall Council Chambers



Welcome to a 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. Council policy is a 3-minute time limit. 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, 44-950 Eldorado Drive, Indian Wells during normal business hours.

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

MAYOR TY PEABODY
MAYOR PRO TEM DANA REED
COUNCIL MEMBER RICHARD BALOCCO
COUNCIL MEMBER DOUGLAS HANSON
COUNCIL MEMBER TED MERTENS

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 Request form in advance and hand it to the City Clerk. At the appropriate time, please come forward to the podium and state your name for the record. Council policy is a three-minute limit. 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. 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.

A. Public comments concerning any matters within the subject matter jurisdiction of the Council.

4. GENERAL BUSINESS

A. Discussion and Direction Regarding Indian Wells Golf Resort Operating and Capital Budgets for Fiscal Year 2015-16

RECOMMENDED ACTION:

Council **REVIEWS, DISCUSSES** and provides **DIRECTION** to Staff as to any revisions of the Indian Wells Golf Resort's Operating and Capital Budgets for Fiscal year 2015-16.

Attachments: Golf Resort Budget FY 2015-16

B. Discussion and Direction Regarding City Operating and Capital Budgets for Fiscal Years 2015-17

RECOMMENDED ACTIONS:

Council **REVIEWS, DISCUSSES** and provides **DIRECTION** to Staff as to any revisions of the City's Operating and Capital Budgets for Fiscal Years 2015-17.

- Attachments:** City Budget FY 2015-17
General Fund Cash Flow
Schedule of expenditure transfers

5. CLOSED SESSION

- A. Conference with Labor Negotiators Pursuant to Government Code Section 54957. Agency Designated Representative: Wade G. McKinney. Employee Organization: Indian Wells City Employees Association.**
- B. Conference with Legal Counsel Regarding Anticipated Litigation. Significant Exposure to Litigation Pursuant to Government Code Section 54956.9(d)(2). Number of Potential Cases: 3.**

6. ADJOURNMENT

To a special meeting of the City Council to be held at 10:00 a.m. on June 3, 2015 in the City Hall Council Chambers/Executive Conference Room; and thereafter to a special meeting of the City Council to be held at 1:30 p.m. on June 3, 2015 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 Chief Deputy 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

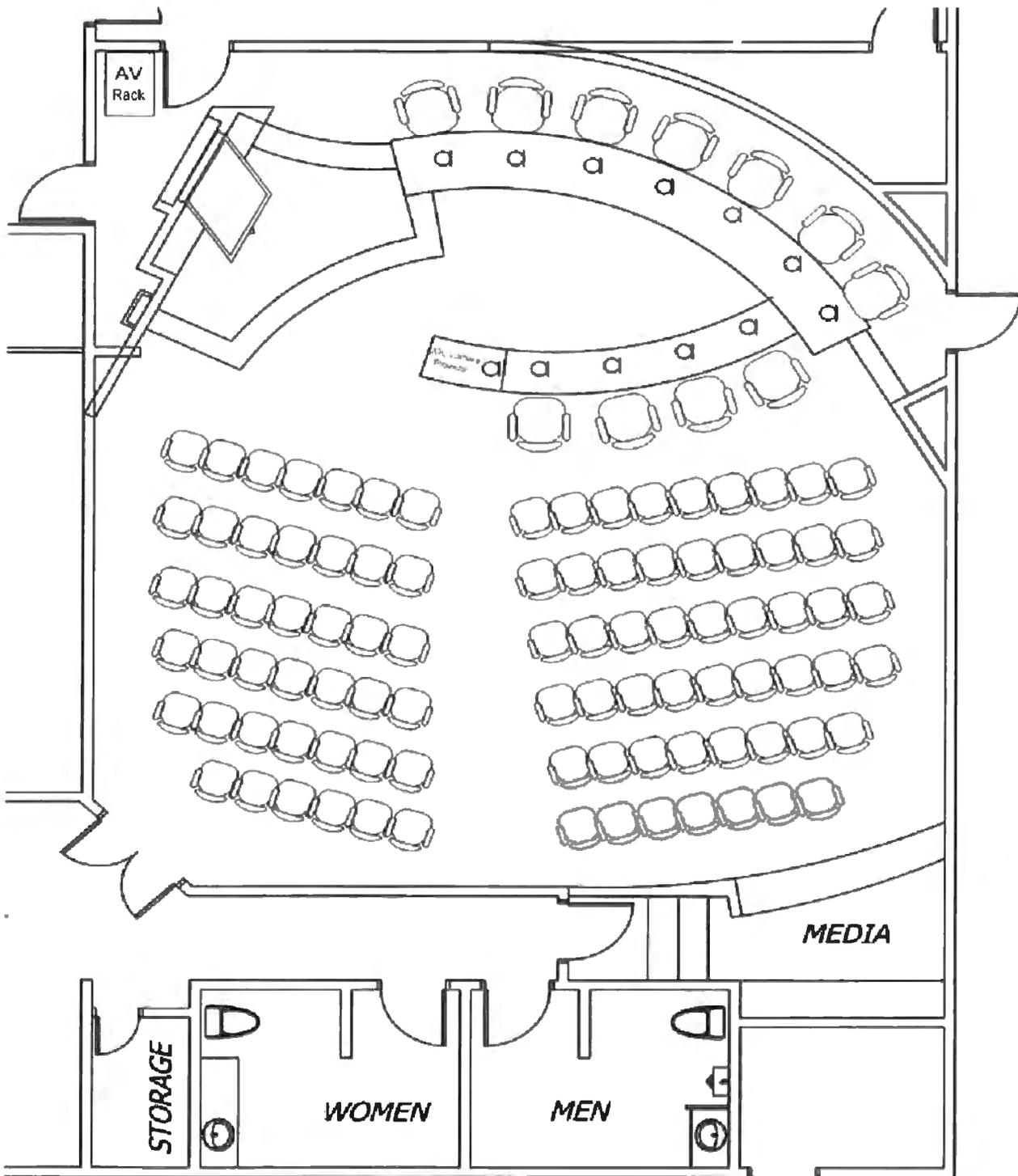
Affidavit of Posting and Notice

I, Anna Grandys, certify that on May 15, 2015, I caused to be posted and served upon all members of the City Council, a notice of a City Council Special Meeting to be held on May 21, 2015 at 10:00 a.m. in the City Hall Council Chambers/Executive Conference Room.

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

A handwritten signature in blue ink, appearing to read 'Anna Grandys, Chief Deputy', written over a horizontal line.

Anna Grandys
Chief Deputy City Clerk



Indian Wells Golf Resort
Key Budget Assumptions and Overview
2015-2016

The following summary provides an operational overview and primary budget assumptions by department for Indian Wells Golf Resort for the fiscal year starting July 1, 2015 and ending June 30, 2016. These assumptions are based on communication with City representatives, market research, financial review, historical analysis, corporate resourcing, and proven industry expertise. Consistent with historical reporting, this budget is presented by department.

Key Budget Assumptions

• **Level of Service and Amenities**

The financial projections contained herein are based on an operational model in which Indian Wells Golf Resort continues to be one of the premier golf and culinary destinations in Southern California. While efficiencies will be found as warranted, staffing levels will be such as to provide a higher level of customer service and satisfaction when compared to our competitive set. Our goal is to exceed both our residents and patrons expectations in both product and services.

A full capital reserve study was performed in 2014 and we now have the ability to review a rolling 30 years of asset replacement as well as determine amounts to be reserved annually. From a physical standpoint, preventative repair and maintenance will continue to be a priority as most construction based warranties have expired. Front of the house and heart of the house areas will need greater attention due to age and high traffic use. We will concentrate not only on the upkeep but on replacements as needed with a focus on items and finishes that will fit in with current décor and style of a first class facility.

The City has changed its policy regarding capitalization of assets. Future assets will be maintained in a governmental enterprise fund. Additions to the plant will be reviewed appropriately.

Over the past few years the furniture, fixtures, and equipment have undergone extensive use as well as a great deal of movement to accommodate large functions that we have never held on a routine basis. The high end nature of this equipment was not meant to withstand this much wear and tear and as a result are beginning to show their age and disrepair and must be repaired and/or replaced as indicated in the 2015-2016 capital plan.

• **Rates and Pricing**

2013-14 was a year of building average rates in both Golf and Food and Beverage. We instituted the dynamic pricing structure in the EZ Links program and began managing the rates so we sell farther into the future and maximize average daily rate gain.

In 2014-15 Golf average rate increased 3.5% from the prior year due to the continued effort of dynamic pricing and rounds mix. We feel our rate structure is comparable to the competition and by continued proactive management and use of both dynamic pricing as well as Troon revenue manager we will yield another increase of 2.4% in average daily rate for the 2015-16 budget year.

The tennis and music events blocked hotel space with non-golfers this past year and restricted our ability to attract out of town golf groups. Rates for hotel rooms were also at an all-time high thereby affecting guest's ancillary spend. Our response to this type of event for

the 2015-16 budget year will be to proactively adjust rates to meet low demand times even in peak season as well as create a special "pre-paid golf" special promotion.

In Food and Beverage, we are concentrating on two key areas for growth and profitability, large party dining in VUE Grille & Bar, and Banquet event growth. In VUE Grille & Bar we are showing a 10% rate increase in average check, however we are reflecting a cover decrease due to increased area competition, reduced high cost special nights, thereby also reducing discounts and cost of goods. Management feels the facility can still maintain its great value perception yet improve profitability by being more efficient. Check increase will be attained by large party average check being considerably higher than dining room average checks. Large party events will be marketed in our 2015-16 plan and are currently being tracked separately.

As indicated in the capital request, a need is present for a change of the current patio furniture. Cushions are in disrepair and need to be replaced. The tables and chairs are not conducive to large party dining and require added labor to move and set up of banquet furniture.

Banquets will continue the successful build for large events in the Pavilion, as well as overall large party buyout business in the resort space. Our selective rate and yield management of current established room rental yields will continue to achieve not only larger parties but a higher quality large party with increased profitability.

- **Traffic**

Golf rounds will experience an increase of 2.6% over the prior year by approximately 2,444 rounds. ADR will increase approximately 2.4% from \$77 to \$79. Overall green fee revenues will increase by approximately 6% and \$367K, primarily due to a shift in marketing strategies to attract additional Resort rounds, Tournament, and Afternoon rounds.

Overall, F&B covers will remain flat year over year. However, we are seeing a decline in VUE Grille & Bar covers due to increased competition as well as reduced high cost specials. The reduction in covers will be made up in the increase of average average check by large parties in VUE Grille & Bar. This is also offset by an increase in Banquet covers as we continue to attract additional group business. Refining of our search engine optimization as well as refining of demographics as well as increased partnering with DMC will increase capture rate of Banquet business. Beverage Cart and Café covers are primarily driven by golf rounds and as such, will see moderate increases in covers. Average Daily Rates/Check Averages (ADR) in VUE Grille & Bar will increase nearly 10% as we attract large parties as a primary focus.

- **Expenses**

- Overall Cost of Sales will decrease slightly by .2% of total revenues. COGS is reflected in Merchandise and Food & Beverage. Specifically, Merchandise is down by 1.1% and Food & Beverage will decrease 1.4%.
- Raw Payroll will decrease .6% as a percentage of revenue, despite a 2nd consecutive year of minimum wage increases. In January, minimum wage will increase to \$10 per hour. This is very impactful to Food and Beverage, Golf, and Golf Course Maintenance.
- Operational Expenses are down .04% to 2014-2015 year-end estimates.
- Golf Course Maintenance will see an increase of \$102K related to new leases of course maintenance equipment which was previously purchased by the city.
- Total Other Expenses are up marginally by .3% due primarily to marginal increases in insurance and management fees.

- **Culture**

Management will continue to promote a dynamic operating environment to the team on site. Programs to improve areas such as property communication, staff empowerment, and

defined service with a sales focused mentality for all associates will continue to be this coming year's direction.

INDIAN WELLS GOLF RESORT FINANCIAL SUMMARY

Indian Wells Golf Resort	2015-16	2014-15*	Var.	Var. %	2013-14	2012-13	2011-12
Rounds	81,846	79,402	2,444	3.1%	81,696	82,773	83,097
Revenue - Golf/Merchandise	\$8,398,888	\$7,922,680	\$476,208	6.0%	7,873,807	\$7,853,739	\$8,124,870
Revenue F&B	\$5,481,051	\$5,009,647	\$471,404	9.4%	\$4,551,978	\$4,110,463	\$4,358,772
Other Revenue	\$6,170	\$285,396	-\$279,226	-97.8%	\$276,352	\$265,573	\$0
TOTAL REVENUE	\$13,886,109	\$13,217,723	\$668,386	5.1%	\$12,702,137	\$12,316,880	\$12,483,642
COGS Golf/Merch	\$846,574	\$822,749	\$23,825	2.9%	\$818,443	\$853,642	\$909,445
COGS F&B	\$1,761,597	\$1,693,373	\$68,224	4.0%	\$1,472,170	\$1,387,263	\$1,415,707
Payroll	\$5,755,533	\$5,548,493	\$207,040	3.7%	\$5,183,876	\$4,914,613	\$5,187,775
Employee Benefits/Related	\$1,818,835	\$1,658,605	\$160,230	9.7%	\$1,588,657	\$1,529,834	\$1,570,520
Operating Expense	\$2,174,235	\$2,103,684	\$70,551	3.4%	\$2,244,338	\$2,097,804	\$2,059,888
Fixed Expense	\$1,373,817	\$1,259,710	\$114,107	9.1%	\$1,158,630	\$1,202,745	\$80,9393
Other Expense	\$372,943	\$371,818	\$1,125	0.3%	\$354,269	\$331,816	\$325,208
NOI	(\$217,425)	(\$227,866)	\$10,441	4.6%	-\$118,246	-\$2,313	\$205,706

*Year end estimates based on 10 months actual and two months budget

IWGR - Critical Assumptions and Variances

- Multiple factors will affect this year's overall Net Operating Income
- Minimum wage increase in January
- Golf Course Maintenance equipment lease
- Conversion of the resort to an Enterprise fund by the City of Indian Wells. The Community Center reimbursement has been removed and replaced with offsetting credits for discounts in restaurants, merchandise, and banquet events. This represent a negative bottom line variance at present of \$88K
- Utilities are budgeted with a moderate increase this year over last year. They have gone up over \$90K over the last two years.

IWGR - Primary Variations

Total Revenues	2015-16	2014-15*	Var.	Var. %	2013-14
	\$13,886,109	\$13,217,723	\$668,386	5.1%	\$12,702,137
Total revenues are increasing \$494K in Golf and Merchandise while Food & Beverage will contribute \$471K for the year. The perceived decrease in top line revenue is due to the removal of the Community Center fee as a result of the City moving to an enterprise fund for the resort.					

Cost of Sales	2015-16	2014-15*	Var.	Var. %	2013-14
	\$2,608,171	\$2,503,279	\$104,892	0.4%	\$2,290,613

Facility Cost of Sales % to revenues is 18.7%, down .2% to prior year. The dollar increase in this line item is a function of higher projected revenue that results in more dollars in cost of sales.

Payroll	2015-16	2014-15*	Var.	Var. %	2013-14
	\$5,755,533	\$5,548,493	\$207,040	3.7%	\$5,183,876

Payroll is down .6% as a percentage of total revenues year over year. That includes the minimum wage increase for the resort. It should be noted that we will be operating with two less FTEs as well year on year.

Operating Expenses	2015-16	2014-15*	Var.	Var. %	2013-14
	\$2,174,235	\$2,103,684	\$70,551	3.4%	\$2,244,338

The Operating Expenses in the 2015-16 budget are 15.6% of total revenues as compared to the 15.9% of total revenues in the 2014-15 budget, essentially flat to prior year, again including the minimum wage increase.

Fixed Expenses	2015-16	2014-15*	Var.	Var. %	2013-14
	\$1,373,817	\$1,259,710	\$114,107	9.1%	\$1,158,630

Golf Course Equipment lease accounts for \$102K of this increase. We have decided to lease the golf maintenance equipment which then becomes a P&L expense. In past the City would purchase all of the golf maintenance equipment.

GOLF OPERATIONS

Golf Operations - Critical Assumptions and Variances

GOLF ROUNDS	2015-16	2014-15*	Var.	Var. %	2013-14
Regular	7,932	7431	501	6.7%	6,137
Tournament	19,487	18964	523	2.8%	16,346
Resort Guest	7,478	6698	780	11.6%	7,529
Afternoon	8,795	7227	1568	21.7%	6,991
Troon Programs	926	745	181	24.3%	958
Junior Rate	964	1028	-64	-6.2%	1,153
IW Card	4,102	4338	-236	-5.4%	4,330
Discount/PGA/Cart Fee	1,782	1651	131	7.9%	1,833
Wholesaler	3,997	3787	210	5.5%	3,528
On-Line	0	1353	-1353	-100.0%	5,152
Comp Rounds**	3,207	3270	-63	-1.9%	3,921
Resident	16,009	16085	-76	-0.5%	16,793
Resident Guest	6,536	6407	129	2.0%	6,667
No Show	631	418	-163	-20.5%	358
TOTAL	81,846	79,402	2444	3.1%	81,696

****Comp Rounds** include: trade times, writers and raters, employees, replay rounds (double play), industry times, and donated rounds.

There are a few contributing factors for our round count/mix here at IWGR. Below you will find the key indicators for 2015-2016 assumptions.

In-Season Availability and Tee Sheet Access

In 2015-2016 we will continue with our tee-sheet allocation method which segments three of our main green fee groups; hotel, daily fee, and resident rounds. This method has proven to encourage more peak rate availability in the most desirable times of day.

In 2014-2015 we began holding the hotel tee times an additional 48 hours to make certain times were available to hotel guests who didn't book well in advance. This strategy worked well and we will continue with this strategy. As our occupancy increases and our booking window decreases, our rates increase. The additional time allows us to offer times that might not have been available in prior years at our highest rates.

This proposed budget shows no change to the current booking window. Listed below is the scheduled 2015-2016 structure:

- Residents and their guests 14 days
- Card Members 30 days
- Outside Play 60 days

- Resort Guests 90 days
- Tournaments/Groups 1 year (or more based on size, time of year, and rate)

Off Season Availability

Our off-season closure schedule will be similar to last year. We will be closing each course for 18 consecutive days on two different occasions. This will allow us to aerify each course and allow for proper healing prior to re-opening. This will also allow us to provide quality playing conditions at all times.

Tournaments and Groups

The addition of an additional sales manager to the sales team has helped with more rounds in 2014-2015, about a 12% increase over 2013-2014. We will continue to foster strong relationships with our resort partners. We expect a slight increase in group rounds for 2015-2016 as we build on the success of the previous year. We will also continue to look for other growth opportunities during the difficult times of the year. We will be much more aggressive in seeking out group business during the tennis tournament and the music festivals with our own tournament creation (Desert Two Ball) and when business levels tend to decrease.

On-Site Resort Play and Outside Rounds

The hotel segment is an area where we expect to see a large increase in traffic. The holding of hotel tee times the additional 48 hours will help and we hope the resorts see an increase in occupancy as this will drive rounds in a segment which we rely upon. We will drive "unlimited play" packages through our marketing messaging to our hotel partners as a way for them to appeal to the golfing demographic. We have also worked hard to develop a special package to encourage resort play with our hotel partners. Outside rounds should increase on paper, but this in actuality will be just a shifting of rounds from online in to the proper categories.

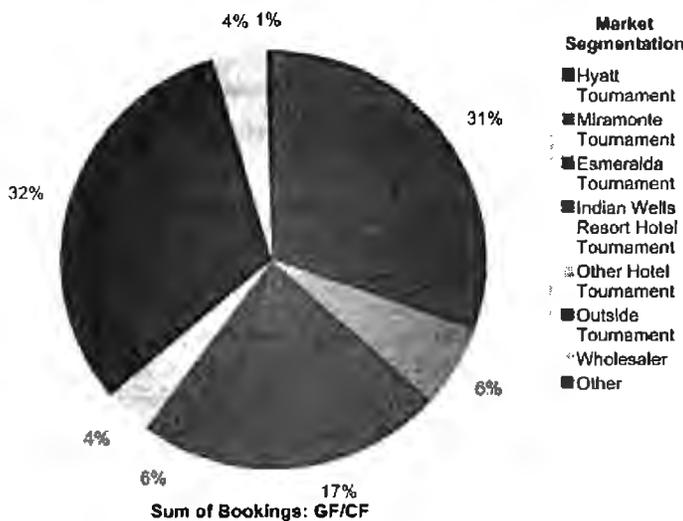
AVERAGE RATES	2015-16	2014-15*	Var.	Var. %	2013-14
Regular	\$121.74	\$125.68	(3.94)	-3.1%	\$123.69
Tournament	\$100.42	\$97.87	2.55	2.6%	\$95.67
Resort Guest	\$120.34	\$114.91	5.43	4.7%	\$117.65
Afternoon	\$62.52	\$57.83	4.69	8.1%	\$66.27
Troon Programs	\$111.40	\$107.98	3.42	3.2%	\$102.03
Junior Rate	\$16.67	\$24.42	(7.75)	-31.7%	\$25.22
IW Card	\$101.10	\$100.13	0.97	1.0%	\$98.93
Discount/PGA/Cart Fee	\$28.87	\$26.43	2.44	9.2%	\$27.71
Wholesaler	\$105.87	\$106.61	(0.74)	-0.7%	\$105.09
On-Line	0	\$58.72	(58.72)	-100.0%	\$63.33
Resident	\$35.00	\$35.02	(0.02)	-0.1%	\$34.63
Resident Guest	\$74.31	\$73.70	0.60	0.8%	\$75.28
No Show	\$49.13	\$66.98	(17.85)	-26.6%	\$46.57
TOTAL	\$78.90	\$77.05	1.85	2.4%	\$74.36

The proposed 2015-2016 budget reflects a slight increase in rounds played, and a moderate increase in revenue and ADR. We will be utilizing the dynamic pricing model that was introduced in 2014-15 to continue to maximize revenue during the high demand time periods.

As we look into 2015-2016, management feels that we are in a position to increase our rates during high compaction times with our dynamic pricing model in our highest rates segments. Demand at the facility in 2014-2015 was solid and we feel we are in a position to continue to improve on our success with the dynamic pricing model. We will automatically adjust rate based on the demand at the facility as well as continue the change of mind set of the golfer to book further out by offering savings to book further in advance to build needed compaction.

We had success in many of our initiatives, the dynamic pricing model, the holding of hotel tee times a little longer and the incentives offered to our wholesale partners based on the business levels which they sent to us. We believe the success we had in these areas last year will continue and will drive both rounds and rate.

Tournament Bookings by Market Segment



Competitive Set 2014-2015 rates

City	Facility	Rack/Resident Rate	Resident Booking Window	Resident Guest Policy	Resident Guest Rate	Merch. Discount	F&B Discount
Palm Desert	Desert Willow	\$185/48	3 days	No Guests	N/A	0%	0%
Rancho Mirage	Miss. Hills*	\$155/68	3 days	3 Guests	\$95	20%	0%
La Quinta	Silver Rock	\$165/55	3 days	3 Guests	\$115	15%	15% (food only)
Indian Wells	IWGR	\$189/35	14 days	3 Guests	\$65	20%	20% (w/10 guests)

**not city owned*

Golf Operations - Financial Overview

	2015-16	2014-15*	Var.	Var. %	2013-14
Revenue	\$6,986,509	\$6,577,832	\$408,677	6.2%	\$6,654,385
COGS	\$122,498	\$111,995	\$10,503	9.4%	\$100,867
Payroll	\$977,748	\$882,260	\$95,488	10.8%	\$810,357
Benefits & Related	\$313,521	\$279,426	\$34,095	12.2%	\$268,283
Operating Expenses	\$455,014	\$449,565	\$5,449	1.2%	\$414,905
Fixed Expenses	\$372,532	\$375,133	(\$2,601)	-0.7%	\$365,510
NOI	\$4,745,196	\$4,479,453	\$265,743	5.9%	\$4,577,005

Golf Operations - Primary Variations

Green Fees	2015-16	2014-15*	Var.	Var. %	2013-14
	\$6,457,837	\$6,090,674	\$367,163	6.0%	\$6,075,170
The increase in revenue is based on capturing a higher ADR through dynamic pricing during peak in all channels and an increase in Tournament rounds. We also expect to see an increase in rounds in off-peak and afternoon play as we flex our rates to meet demand.					

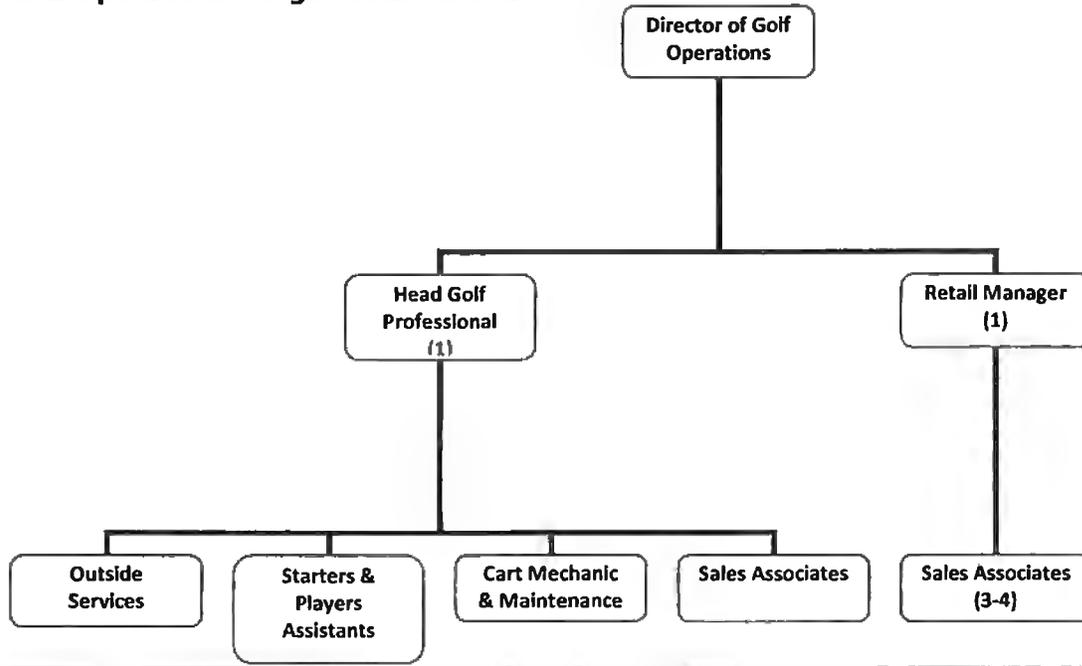
Range, Rental, Other	2015-16	2014-15*	Var.	Var. %	2013-14
	\$528,672	\$487,158	\$41,514	8.5%	\$461,758
We expect the revenue for rentals to increase with a full year of higher rental fees in 2015-2016 and an increase in Tournament rounds.					

Payroll	2015-16	2014-15*	Var.	Var. %	2013-14
	\$977,748	\$882,260	\$95,488	10.8%	\$810,357
Payroll will increase this year. We will see a spike in minimum wage on January 1 st . This will affect all Player Assistants (marshals) and half of the outside service team. The past year we closed the CPC. This allowed us to improve our tournament operation as we were able to move a Golf Professional into the tournament office, giving us the appropriate staffing level in this area. We will continue this in the upcoming year. The number will be inflated due to moving payroll from CPC to the golf operation, however the number of FTE's will remain constant.					

Operating Expenses	2015-16	2014-15*	Var.	Var. %	2013-14
	\$455,014	\$449,565	\$5,449	1.2%	\$414,905
Operating expenses should remain relatively flat from last year.					

Golf Cart Lease	2015-16	2014-15*	Var.	Var. %	2013-14
	\$372,532	\$375,133	(\$2,601)	-0.7%	\$365,510
This is flat to prior year.					

Golf Operations - Organizational Chart



RETAIL

Retail - Financial Overview

	2015-16	2014-15*	Var.	Var. %	2013-14
GROSS REVENUES	\$1,590,341	\$1,541,229	\$49,112	3.2%	\$1,525,359
SALES DISCOUNTS	(\$177,969)	(\$213,899)	\$35,930	-16.8%	-\$240,083
NET REVENUES	\$1,412,372	\$1,327,330	\$85,042	6.4%	\$1,285,276
COS	\$724,076	\$695,426	\$28,650	4.1%	\$676,354
TOTAL PAYROLL	\$184,260	\$163,969	\$20,291	12.4%	\$164,004
BENEFITS & RELATED	\$38,701	\$34,718	\$3,983	11.5%	\$36,589
OPS EXPENSES	\$46,998	\$41,799	\$5,199	12.4%	\$43,526
NOI	\$418,337	\$391,418	\$26,919	6.9%	\$364,155

Retail - Primary Variations

Gross Sales	2015-16	2014-15*	Var.	Var. %	2013-14
	\$1,590,341	\$1,541,229	\$49,112	3.2%	\$1,525,359
Anticipate slight increase based primarily on year 2014-15 which shows an increase. We continue to update basic gift items as well as tournament items gift items adding incremental sales daily. Also, we will be upselling some of our repeat tournament merchandise packages which we already have on the books for the upcoming year.					

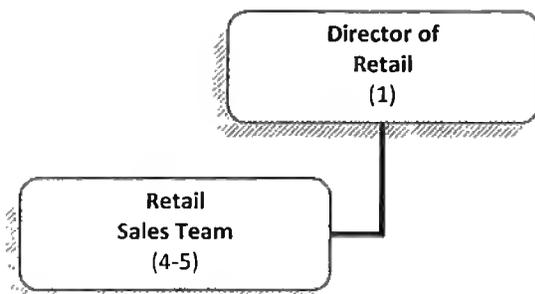
Sales Discounts	2015-16	2014-15*	Var.	Var. %	2013-14
	(\$177,969)	(\$213,899)	\$35,930	-16.8%	-\$240,083
Continued sales of more gift items, off price opportunities, and better negotiation with tournament groups on pricing will eliminate some of the higher markdown dollars.					

Cost of Sales	2015-16	2014-15*	Var.	Var. %	2013-14
	\$724,076	\$695,426	\$28,650	4.1%	\$676,354
Cost of sales percentage as a % of revenue is flat year over year.					

Payroll	2015-16	2014-15*	Var.	Var. %	2013-14
	\$184,260	\$163,969	\$20,291	12.4%	\$164,004
Ran lean in 2014 because 2 team members left us for personal reasons and better opportunities, leaving us down at least one person for the majority of the season. Currently all positions are filled and should help us achieve and possibly exceed our sales goals by having a full staff going forward.					

Operational Expenses	2015-16	2014-15*	Var.	Var. %	2013-14
	\$46,998	\$41,799	\$5,199	12.4%	\$43,526
Anticipated increase in in overall freight costs.					

Retail – Organizational Chart



**FOOD &
BEVERAGE**

Food & Beverage Operations – Critical Assumptions and Variances

Covers	2015-16	2014-15*	Var.	Var. %	2013-14
VUE Grille & Bar	114,800	120,098	-5,298	-4.4%	117,818
Beverage Carts (rds)	81,846	79,778	2,068	2.5%	81,696
Café	37,525	36,792	733	1.9%	36,405
Banquets	26,550	24,492	2,058	8.4%	17,117
TOTAL COVERS	260,721	261,160	(439)	0.1%	333,427

Average Check	2015-16	2014-15*	Var.	Var. %	2013-14
VUE Grille & Bar	26.52	24.07	2.45	10.2%	\$25.81
Beverage Carts (rds)	5.70	5.72	-0.02	-.03%	\$5.54
Café	8.82	8.48	.34	4.0%	\$8.94
Banquets	50.89	48.09	2.80	5.8%	\$44.33
TOTAL ADR	21.13	19.61	1.52	7.7%	\$16.75

Management is budgeting a \$468K top line improvement as well as bottom-line improvement for F&B operations of \$263K. The bulk of this top line increase will come from Banquets which is projecting an increase over PY of \$217K as we continue to have strong demand for our Pavilion for large events and golf groups. VUE Grille & Bar will also be projected to increase revenues on the top-line by 5%. Café will be showing a minimal pickup as will Beverage Carts with the minimal increase in overall golf rounds for the year.

Revenues

New revenues will be created through a combination of increased traffic in slower shoulder areas, new product development, and new strategic marketing ideas designed to capture new guest business as well as build guest loyalty. The increase in top line revenues for VUE Grille & Bar is moderate and is a direct result of ADR build with large party growth.

- The bulk of advertising in the budget this year will be focused on driving social business in the Pavilion as well as large party in the VUE Grille & Bar restaurant.
- Focus on "large Party dining" for VUE Grille & Bar to create a higher ADR and higher bottom line number.
- We are expecting a slight increase in average check for all outlets, thus increasing profitability as well.
- We will continue with creative promotions and specials to continue to drive in repeat and new business alike.

Catering Events

For 2015-2016, we are assuming a 15% rise in banquet event revenue mainly due to the following changes which are expected to increase traffic:

- The continued promotion of the Pavilion as the premier event space for any event, including: business, social events, golf groups and more.
- An increase in Banquet ADR as a result of active yield management of the booking policies.

Operating Efficiency

The FOH efficiency will continue to be improved from better hiring practices, continued training with a renewed emphasis on specific service technique and standardization, and the reengineering of best practices that are a fit for the current business model. This would include a new training platform which was introduced in 2014, and will be focused on and tightened down in 2015, that in addition to practical task management will also target the following behavioral aspects of service:

- Effectively dealing with difficult interactions
- Guest recovery techniques
- Effective communication
- The power of positive thinking

In BOH we will continue to focus on efficiency with menus that are concise and can be produced without an overabundance of staff. We will continue to monitor these menus for both Banquets and the outlets to ensure they can be produced efficiently and effectively to help minimize the overuse of staff and product, thus maximizing our efficiency.

We will continue to reduce costs and increase efficiencies in all areas where we can make cuts without hurting business. These include reduced entertainment costs, operating supplies and china in many of our areas to reduce use of expenses on plastic and paper goods. It should be noted that in capital we are requesting the addition of catering goods (i.e. chafing dishes for the Pavilion). We currently do not have enough banquet wares to facilitate doing multiple buffets at the same time without rental involved.

Payroll

Payroll from a salaried body perspective will increase due to the addition of:

- Full year of a Banquet Chef, necessary for the amount of events expected.
- Salaried manager conversion in Café/Beverage Carts.
- Full year of additional salaried manager for FOH manager in the VUE Grille & Bar.
- Payroll from a BOH hourly perspective will decrease with the tightened efficiencies and hiring practices now utilized by the executive chef.
- Payroll in all areas will increase due to the increase, yet again, in minimum wage by \$1.00 putting us at \$10.00. While we will decrease our number of FTE's on the year, payroll will be affected by this increase.

Operating Expenses

A redesigned menu, increased large party in the restaurant, as well as increased Banquets will assist with leveraging food cost. Food cost will only be elevated during the summer and shoulder months as we continue to discount and run more specials to bring in business and maintain costs. Beverage cost will be affected much like food cost, where it will be elevated during the summer and shoulder months as we try to drive business, though this will be reduced in "seasonal" months.

Food & Beverage Operations – Financial Overview

	2015-16	2014-15*	Var.	Var. %	2013-14
GROSS REVENUES	\$5,615,180	\$5,202,777	\$412,403	7.9%	\$4,790,683
SALES DISCOUNTS	(\$134,500)	(\$192,775)	\$58,275	-30.2%	-\$239,133
NET REVENUES	\$5,481,050	\$5,010,002	\$471,048	9.4%	\$4,551,550
COGS	\$1,761,597	\$1,680,530	\$81,067	4.8%	\$1,472,170
TOTAL PAYROLL	\$1,888,832	\$1,825,502	\$63,330	3.5%	\$1,741,483
BENEFITS & RELATED	\$578,414	\$551,467	\$26,947	4.9%	\$527,651
OPS EXPENSES	\$613,455	\$582,357	\$31,098	5.3%	\$724,703
FIXED EXPENSES	\$22,560	\$14,603	\$7,957	54.5%	\$7,031
OTHER EXPENSES	\$32,600	\$38,137	(\$5,537)	-14.5%	\$42,328
NOI	\$583,592	\$317,406	\$266,186	83.9%	\$36,612

Food & Beverage Operations – Primary Variations

VUE Grille & Bar	2015-16	2014-15*	Var.	Var. %	2013-14
	2,940,918	2,728,908	\$212,010	7.8%	\$2,841,619
Revenue increase comes from an increase in ADR as we continue to drive our large party dining revenue. This is despite a decrease of 4,000 covers as is trending due to the loss of much of March due to Tennis and the revamped food offerings there, the loss of much of April due the music festivals, and the general increase of many new restaurants in the surrounding area. We will continue to drive revenues though by focusing our efforts on upselling, dinner business, and Sunday brunch where we command a higher ADR.					

Beverage Cart	2015-16	2014-15*	Var.	Var. %	2013-14
	\$467,785	\$460,930	\$6,855	1.5%	\$457,325
Carts will remain flat to PY as ADR remains flat as well and golf rounds only have slight increase. Depending on the percentage of business in golf rounds and what category these rounds lie in will be key.					

Café	2015-16	2014-15*	Var.	Var. %	2013-14
	\$328,413	\$299,501	\$28,912	9.7%	\$308,357
Increase comes from new product offerings, new design and layout to become more attractive to guests. The Café's increase in offerings will account for more covers, and the impulse buy will increase ADR.					

Banquets	2015-16	2014-15*	Var.	Var. %	2013-14
	\$1,351,200	\$1,177,939	\$173,261	14.7%	\$931,309
Main increase is expected through the social catering piece and larger, higher valued business we can now accommodate with the addition of the Pavilion. Demand continues to grow for the Pavilion, garnering higher ADR groups.					

F&B Discounts	2015-16	2014-15*	Var.	Var. %	2013-14
	(\$134,500)	(\$192,775)	\$58,275	-30.2%	\$239,133

The reduction in discounts is as a result of not running as many low profit promotions as in past. Additionally, the City's change of policy will reimburse us for discounts given to residents, thus reducing this account.

Cost of Sales	2015-16	2014-15*	Var.	Var. %	2013-14
	\$1,761,597	\$1,680,530	\$81,067	4.8%	\$1,472,170

The increase in cost of sales is due primarily to the increase in cost of food product without raising menu prices. The increase in beverage costs is due to offering discounts through extending happy hour and promotional nights to drive traffic. Additionally, the increase comes as a percentage of revenues, as we make more money, it will inevitably cost more money. Overall COS for the department are going down as a percentage of revenue by 1.4%

Payroll	2015-16	2014-15*	Var.	Var. %	2013-14
	\$1,888,832	\$1,825,502	\$63,330	3.5%	\$1,741,483

Increase in payroll can be mainly attributed to the increase in minimum wage, despite being down in overall FTE's.

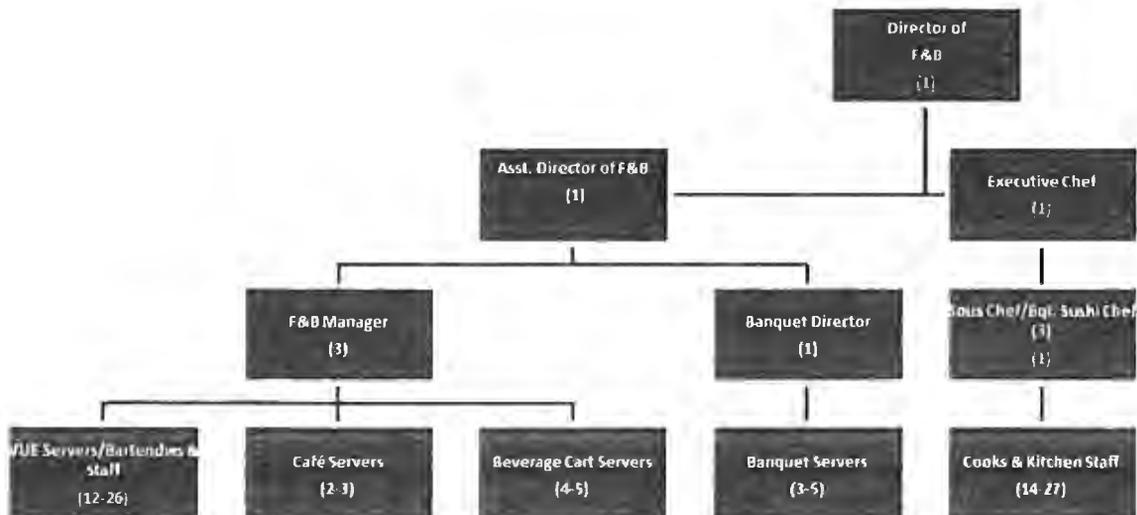
Operating Expenses	2015-16	2014-15*	Var.	Var. %	2013-14
	\$613,455	\$582,357	\$31,098	5.3%	\$724,703

Operating expenses as a percentage of revenue are reduced due to lower levels of entertainment, marketing and supplies such as paper products, plastics, and laundry.

Fixed Expenses	2015-16	2014-15*	Var.	Var. %	2013-14
	\$22,560	\$14,603	\$7,957	54.5%	\$49,359

Increase is due to the fixed expenses, the addition of the 2 cart leases for the 5 passenger transport carts and the Beverage Cart lease.

Food & Beverage - Organizational Chart



GOLF COURSE MAINTENANCE

Golf Course Maintenance - Critical Assumptions and Variances

Overall, this budget shows a 6.9% increase of \$219K over the 2014-15 actuals and forecast. We have had some very favorable weather through the fall and winter which allowed us to realize some substantial savings in fertilizer and herbicides expenses, which created a bonus savings. We will see another \$40K minimum wage increases and \$46K for related benefits, which is largely out of our control due to minimum wage increase. We arrive at our total departmental expense, which is very representative of what we expect to deliver the product everyone is accustomed to seeing on a daily basis.

IWGR channel maintenance costs and city water usage for non-golf areas.

Supply of water and electricity for non-golf areas:

This is the methodology used to calculate costs of the water and electricity provided from the golf resort for use on non-golf areas outside of the resort. These areas are listed below and the total acreage is 27.49 Acres. The expected total costs of water and electricity at the golf resort for the current fiscal year is \$514,916. When we include the non-golf acreage, the total acreage of irrigated turf and landscape of everything that is irrigated amounts to 283 acres. We are simply dividing total costs to generate a per acre cost for water and electricity of \$1,819 and multiplying that number by the total acreage of 27.49 (non-golf acres) to generate the total cost of non-golf water and electricity of \$50,036.

List of non-golf areas where water is supplied by the golf resort:

- City Hall complex = 3.3 acres
- El Dorado medians = .92 acres
- El Dorado Eastside landscapes = .69 acres
- El Dorado Park area = .86 acres
- El Dorado Park channel West = 8.85 acres
- El Dorado Park channel East = 5.28 acres
- Highway 111 North landscape = 5.59 acres
- Center Median on Highway 111 = 2 acres
- Total acreage of non-golf areas = 27.49 acres

Supply of water and electricity along with maintenance costs for the Whitewater flood channel:

For the purposes of this document, the "whitewater flood channel" is defined as the turf-grass area that runs from West to East beginning at the drop station and ending at the golf bridge between holes 16 and 17 on the Players golf course. The width of the channel area has been calculated based on the level of a 100 year flood/rain event. This area consists of the bottom of the channel and up the side slopes to the rain gun irrigation sprinklers. The water from the rain guns only irrigates the flood channel area which sets an easy to identify line of demarcation.

The water and electricity costs are calculated using the same methodology as the non-golf areas. The total acreage of the flood channel is 21.7 acres. The calculation is: $\$514,916 / 283 = \$1,819 \times 21.7 = \$39,483$.

The maintenance costs for the whitewater flood channel area are detailed below. These costs have been generated based on the actual maintenance of the channel area. The channel area is not maintained at

the same level of quality as the golf course tees and fairways. The seeding and fertility rates are lower and the overall cost of maintenance per acre is lower than it would be on the golf course.

The total acreage of the maintained area in the wash is 21.7 Acres and the maintenance cost breakdown is as follows:

- Ryegrass seed = \$8,510
- Fertilizer = \$9,325
- Herbicide = \$2,000
- Labor = \$14,515
- Irrigation repair and management = \$ 2,550
- Water and electricity = \$39,483
- Total Costs for water, electricity and maintenance = \$76,383

Golf Course Maintenance - Financial Overview

	2015-16	2014-15*	Var.	Var. %	2013-14
TOTAL PAYROLL	\$1,517,612	\$1,471,721	\$45,891	3.1%	\$1,449,125
BENEFITS & RELATED	\$448,385	\$420,533	\$27,852	10.2%	\$407,032
OPERATING EXPENSES	\$887,900	\$864,748	\$23,152	2.7%	\$885,685
FIXED EXPENSES	\$527,036	\$513,773	\$13,263	2.6%	\$461,209
EQUIPMENT LEASE	\$102,000	\$0	\$102,000		0
OTHER EXPENSES	\$7,400	\$6,488	\$912	14.1%	\$6,935
WASH MAINT/WATER REIMB	(\$126,372)	(\$117,684)	(\$8,688)	7.4%	-\$116,741
NOI	(\$3,378,961)	(\$3,159,101)	(\$219,860)	7.0%	-\$3,093,246

Golf Course Maintenance - Primary Variations

Payroll	2015-16	2014-15*	Var.	Var. %	2013-14
	\$1,517,612	\$1,471,243	\$45,891	3.2%	\$1,449,125

Our current year number will end at roughly \$46K better than our budget. We have realized that savings through normal turnover and having open positions available within our department. The intention for 15-16 was to cover normal staff merit pay increases and account for being fully staffed, which this number is intended to accomplish. We will also experience increase due to minimum wage.

Repairs & Maintenance	2015-16	2014-15*	Var.	Var. %	2013-14
	\$143,500	\$135,343	\$8,157	6.0%	\$140,482

The increase of \$11K is due to the aging equipment and the warranty on the all equipment has expired.

Contract Labor	2015-16	2014-15*	Var.	Var. %	2013-14
	\$38,300	\$69,990	(\$31,690)	-45.3%	\$76,115

This number includes goose and coot abatement which has been very successful the past three years. There will be \$31K savings from previous year due to the deferral of large tree trimming.

Sod/Seed/Sand/Gravel	2015-16	2014-15*	Var.	Var. %	2013-14
	\$323,950	\$319,195	\$4,755	1.5%	\$285,594

The current year seed costs will be flat to previous years.

Gas, Diesel, Oil, & Lubricants	2015-16	2014-15*	Var.	Var. %	2013-14
	\$113,250	\$101,299	\$11,951	11.8%	\$122,085

More or less flat when compared to the last two years. We see some slight savings this year over the prior and that is mostly due to fluctuating fuel prices.

Fertilizers & Chemicals	2015-16	2014-15*	Var.	Var. %	2013-14
	\$197,500	\$173,123	\$24,377	14.1%	\$177,415

The increase over current year here is all tied to inventory management. In PY, we were fortunate to stock some herbicide and fertilizer material that we ended up using this year. This consumption of inventory helped us realize some savings for the current fiscal year. Compared to the year 14-15 actuals we have a \$21K increase due to the warm over-seed and the winter months were historically warm as well as using up of our inventory.

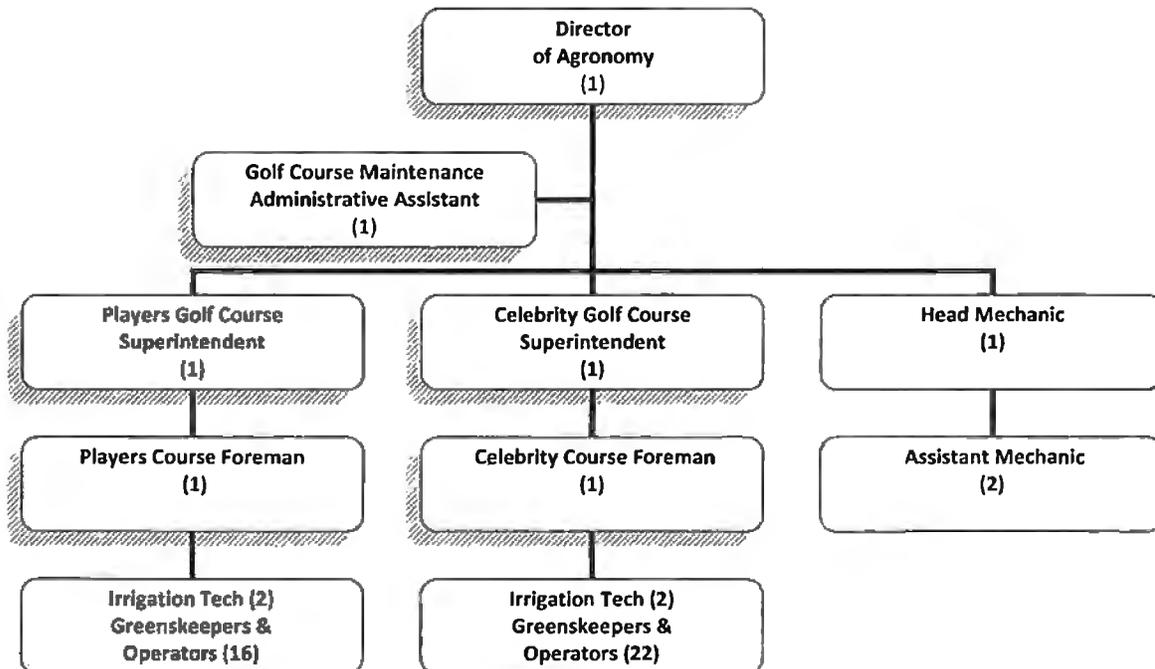
Equipment Lease	2015-16	2014-15*	Var.	Var. %	2013-14
	\$102,000	0	\$102,000	100.0%	0

\$102K has been budgeted for a new lease of large mowing equipment

Utilities	2015-16	2014-15*	Var.	Var. %	2013-14
	\$527,036	\$513,773	\$13,263	2.6%	\$461,209

The increase to utilities is largely due to electricity costs, with an anticipated increase of 1.5-2% from the current year. The water piece is flat due to better water management and a possible turf reduction.

Golf Course Maintenance – Organizational Chart



**GENERAL &
ADMINISTRATIVE**

General & Administrative - Financial Overview

	2015-16	2014-15*	Var.	Var. %	2013-14
COMMUNITY CENTER REVENUE & OTHER	\$6,170	\$285,220	(\$279,050)	-97.8%	\$276,352
TOTAL PAYROLL	\$883,683	\$875,666	\$8,017	0.9%	\$701,071
BENEFITS & RELATED	\$329,330	\$275,967	\$53,363	19.3%	\$264,913
OPERATING EXPENSES	\$107,163	\$114,664	(\$7,501)	-6.5%	\$107,377
FIXED EXPENSES	\$64,600	\$66,136	(\$1,536)	-2.3%	\$73,755
OTHER EXPENSES	\$332,943	\$326,303	\$6,640	2.0%	304,206
NOI	(\$1,711,549)	(\$1,373,516)	(\$338,033)	24.6%	-\$1,185,063

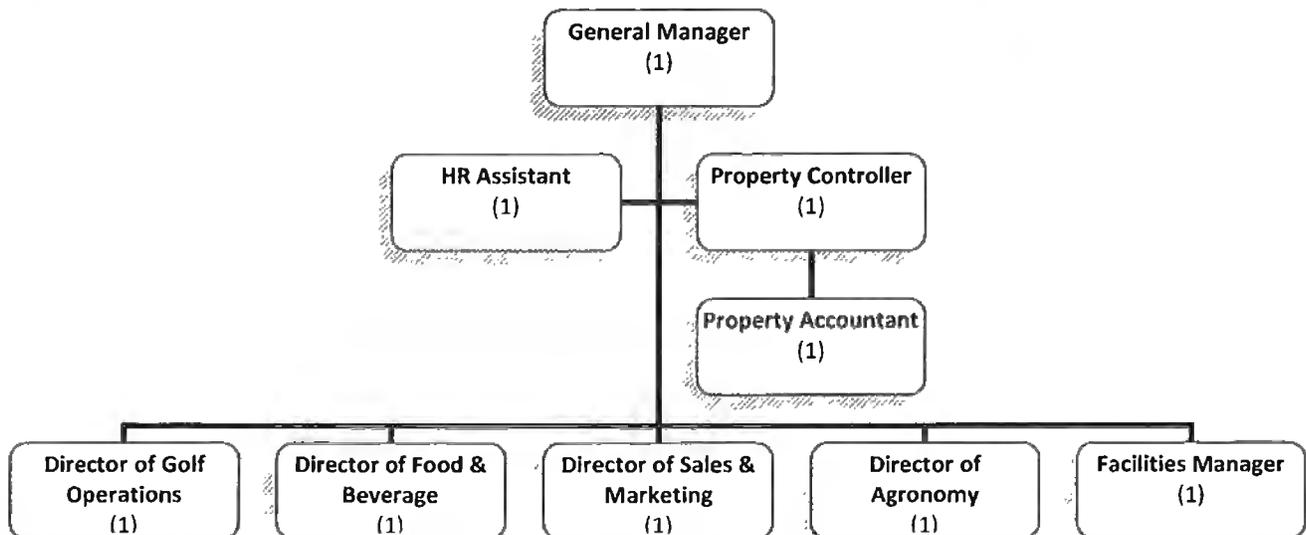
General & Administrative - Primary Variations

Payroll	2015-16	2014-15*	Var.	Var. %	2013-14
	\$883,683	\$875,666	\$8,017	0.9%	\$701,071
Increases relate solely to COLA increases, no change in FTEs in this department					

Employee Related	2015-16	2014-15*	Var.	Var. %	2013-14
	\$329,330	\$275,967	\$53,363	19.3%	\$94,150
Increase relates to related payroll taxes and benefits of staff as well as the incentive plan costs					

Operating Expenses	2015-16	2014-15*	Var.	Var. %	2013-14
	\$107,163	\$114,664	(\$7,501)	-6.5%	\$105,537
Reduction in costs reflects anticipated savings in all accounts included in this category.					

General & Administrative - Organizational Chart



SALES & MARKETING

Sales and Marketing – Critical Assumptions and Variances

	2015-16	2014-15*	Var.	Var. %	2013-14
Golf Marketing & Promotion	\$168,534	\$169,480	(\$946)	-0.6%	\$151,093
F&B Marketing & Promotion	\$99,892	\$100,783	(\$891)	-0.9%	\$64,760
TOTAL	\$268,426	\$270,263	(\$1,837)	-0.7%	\$200,439

Sales and Marketing – Overview

Sales & Marketing - GOLF

The strategies for golf sales and marketing include:

- "Campus" Hotel Strategies
 - Proactively contact definite resort groups to inquire about their leisure and group golf needs.
 - Proactively sell catering & events, merchandise and on course events to hotel golf groups to increase group spend.
 - Increase room nights through golf centric groups through vehicles such as Team Troon, Troon Golf Vacations, SCGA, NCGA, PPGA but mostly with our group sales manager who is focused on hotel group golf. We will leverage our Golf Sales manager with a focused campaign to target 10-50 player groups packaging golf and lodging.
 - Expand hotel relationships to make operations and sales of all campus facilities more seamless.
 - Leverage Troon Golf's reach and programs to increase both exposure and traffic to IWGR through Troon Card, Troon Advantage and regionally targeted email blasts to promote Indian Wells Campus Stay and Play packages.
- Yield manage groups based on off-peak times for the club to accommodate various group types.
- Sales Department will follow-up with all group leads within 24 hours.
- The resort sales team will send out a thank you letter/survey to each group coordinator following the event to measure the delivery of our products and services.
- We will continue the sales, execution and recruitment of our loyalty program the IW Players Card.
- We will continue to remain committed to driving wholesaler revenues with national, regional and local companies that deliver rounds.
- We will access all existing database information on regional corporations, charities, service organizations, or conventions compiled through the Greater Palm Springs CVB and Local Chambers of Commerce.
- We will ensure our group sales effort is focused on uncovering these groups/tournaments that are playing at our competitors courses.
- Focus out of market efforts on key demographic of avid golfers that are interested in the destination golf market.
- Consistently brand IWGR with the already established branding strategy of the City of Indian Wells and fully utilize marketing vehicles that are already in use.
- Continually improve the functionality and dynamics of the property's website making it IWGR's primary outreach, informational and data capture tool.
- Increase outreach to local area hotels and resorts and to the residents of Indian Wells.
- Expand the use of SEO/SEM and Social Media vehicles to produce results that are both measurable and economical.

Sales & Marketing - CATERING

The strategies for catering sales and marketing include:

- Our dedicated Event Sales Manager will attack the local market and capture social events, weddings and meeting business as outlined below.
- Target Markets - Continue to identify our target markets and refine by time of year. Example: Target local business meetings with lower cover averages to off-peak times. (Jul-Sep, May-June)
Our target markets include:
 - Golf/Hotel Groups
 - Weddings & Receptions
 - Social Events (birthdays/anniversaries, holiday parties)
 - Corporate Meeting & Groups
 - Networking Groups
 - Charity Groups
- Prospecting - The Event Sales Manager will be qualifying new leads through networking and canvassing area business as well as contacting past events for repeat business.
- On-Property Hotel Sales and Executive events- We will hold two hotel sales and executive events yearly to further relationships and make IW Resort the first point of overflow referral.
- Concierge Solicitation – Continue to develop relationships with on-property concierge and event planners to not only educate and familiarize them with Indian Wells but also to build a rapport so that these industry professionals will think of IWGR when their clients are looking for a facility to host an event.
- Direct Sales Calls (phone / visit)
 - Follow up calls to previous events for repeat business – contacted within one month of original event with thank you letters and group catering satisfaction surveys.
 - Event Sales Manager to visit area businesses to hand out collateral and build a rapport with potential clients.
- Web Site / Internet –Continue Dedicated SEM Program to target Wedding/reception/Catering events. Broadcast e-mails to be sent out whenever necessary promoting special offers, holiday events, themed parties, etc. Catering pages to include photo gallery, inquiry form, sample menus, and general information regarding special events. Utilize Online Bride resources such as Here Comes the Guide etc. Web site to be updated on a regular basis by DOSM.
- VUE Grille & Bar Diners Reward Program_– We will leverage VUE Grille & Bar Rewards Members as the best potential catering customers.
- Public Relations - Twice per year the Sales and Marketing team and F&B team are to strategize about potential media/press opportunities
- Troon Golf Corporate Programs - Indian Wells will utilize the Troon Golf corporate office for additional leads that may come in through troongolf.com as well as for added support and training.
 - Special promotions will be offered as needed for slow months and last minute bookings.
 - Promotions will be communicated via broadcast e-mails, thank you notes to VUE GRILLE & BAR Rewards diners, radio, and newspaper and through VUE GRILLE & BARgrilleandbar.com.
 - As needed Indian Wells will utilize the Troon Golf database to send out promotions/special offers & upcoming events via broadcast e-mails.
 - IWGR will aggressively pursue the niche destination wedding and reception market.
 - IWGR will use the Groom’s Package as an added benefit to its wedding packages. Brochures will be placed in wedding packets.

Sales & Marketing – VUE Grille & Bar

The strategies for VUE Grille & Bar sales and marketing include:

- Target Markets - Continue to identify our target markets and aggressively compete for the local diner for dinner.
- Our target markets include:
 - Hotel Guests
 - Residents of Coachella Valley

- VUE Grille & Bar Rewards Program
- Social Events – Holiday & Special Events
- Large Party Dining
- Concierge Solicitation – Continue and expand On-Property Hotel Concierge referral program to be the first choice for hotel guests that wish to dine “off-property”. Concierges will be invited to new menu tastings and be made aware of all VUE Grille & Bar activities.
- Web Site / Internet - The VUE Grille & Bar grilleandbar.com website will continue to highlight VUE Grille & Bar Grille and Bar, chefs, menus and all of our catering venues and menus. Combined with a targeted SEO/SEM campaign to drive reservations from a SEM site for dining, catering, weddings and receptions, we will aggressively pursue the niche destination wedding market, corporate meetings and events. Broadcast e-mails to be sent out via our newsletter and whenever necessary promoting our target market activities.
- VUE Grille & Bar Diners Reward Program_ We will leverage the VUE GRILLE & BAR Diners Rewards Members to utilize VUE Grille & Bar for all their special occasion dining experiences (Birthdays, Anniversaries, etc.).
- Holiday/Special Events_ We will create and promote special events during the year to encourage new guests to discover VUE Grille & Bar. (Super Bowl, VUE Grille & Bar Rewards Wine Dinners, Easter & Mother’s Day Brunch, Chef events, Thanksgiving, Christmas, New Year’s Eve, etc)
- Public Relations - Twice per year the Sales and Marketing team and F&B team are to strategize about potential media/press opportunities.

Sales and Marketing – Cost by Category Overview

Golf Department

Advertising Insertion Design		
Collateral – Ad Insertions	Design for ad insertions GolfWeek etc.	1,500
	Total Design	1,500
Printing		
Collateral – Players Card	Players Card & Rack Cards	3,000
	Total Printing	3,000
Advertising Insertions		
GolfWeek	Annual Definitive Golf Course Guide	9,000
Palm Springs Golf Guide	Over 100,000 copies distributed to key feeder markets in So. Calif. and Northwest, online digital golf guide	5,000
Rogue Media	Golfing Palm Springs-Two page spread advertorial/Golfing Nevada/Golfing Oregon - Las Vegas Golf-24eblasts/20kbrochures @ 8 golf shows	7,500

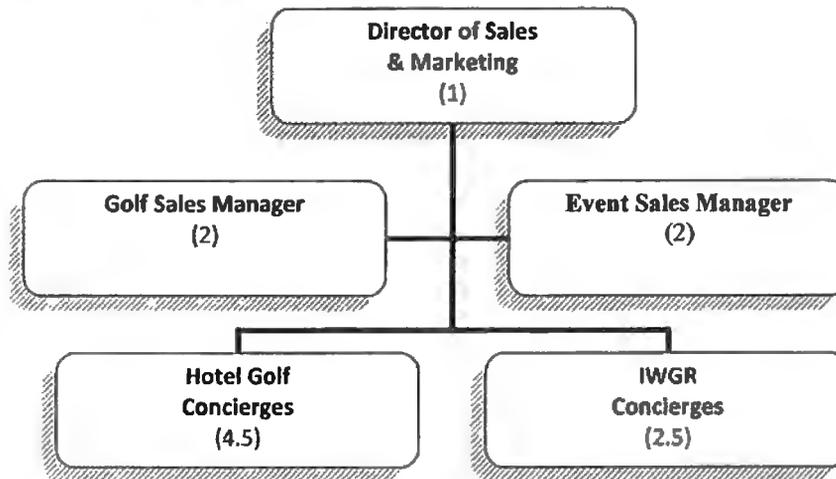
	Total Advertising Insertions	21,500
Web Site		
Imavex-IWGR Website Hosting Fee	Imavex - IWGR Website Hosting Fee	2,988
Imavex-SEM Account Management Fee	Imavex-SEM/Expanded SEO E-Blast Reporting Account Management Fee	7,800
Imavex-SEM PPC Expense-IWGR	Imavex- IWGR SEM PPC Expense	39,600
	Total Web Site	50,388
Public Relations / Media Activity		
Newspapers for Lobby		1,050
Sales Missions	Consumer Golf Shows in Current and Emerging Feeder Markets	15,000
	Total Public Relations / Media Activity	16,050
Misc Programs		
Troon Golf Programs	Troon Golf Programs Administration Fee - Troon Marketing Programs	33,996
Troon Golf So-Cal Co-op	Troon So-Cal Co-op Fee	7,000
Players Card-Newspaper	Ad Insertions for 2016 Players Cards	6,000
Best Approach - Flyover Licensing Fee	License fee for Graphic Flyovers on IWGR.com	1,000
Inside Golf Media Monthly Email	Indian Wells Insider Monthly 6 page Newsletter	5,100
Greenskeeper.org	Largest Golf Social Media Website and Community	3,000
	Total Misc Programs	49,796
	TOTAL GOLF DEPARTMENT ADVERTISING	168,534

Food & Beverage Department

Printing		
Collateral – VUE Grille & Bar Rewards	VUE Grille & Bar Rewards Collateral - Gift Certificates and Sign up Pads	1,500
	Total Printing	1,500

Ad Insertion		
Palm Springs Life – Wedding Guide	Palm Springs Life Annual - Placed in all major Coachella Valley hotel rooms and distributed to over 250,000 homes in Los Angeles area	10,000
	Total Ad Insertion	10,000
Web Site		
Imavex-VUE Grille & Bar Website -- Update	Highlight Weddings and Large Party Dining Pages	2,500
Imavex – VUE Grille & Bar Website	Hosting Fee	1,620
Imavex-SEM PPC Expense-VUE Grille & Bar Catering	Imavex- VUE Grille & Bar SEM Account Management Fee and PPC Expense	39,600
	Total Web Site	43,720
Public Relations / Media Activity		
Newspapers for Lobby		1,050
Media Events/Fams	Host Golf Writers/Food Critics/Site Gifts Etc.	3,000
Sales Missions		5,000
	Total Public Relations / Media Activity	9,050
Organizations & Memberships		
Palm Springs CVB	Greater Palm Springs CVB Yearly Membership	800
La Quinta Chamber of Commerce	La Quinta Chamber Yearly Membership Fee	600
Palm Desert Chamber of Commerce	Palm Desert Chamber Yearly Membership Fee	600
	Total Organizations & Memberships	2,000
Misc Programs		
Clever Returns - Rewards Program	VUE Grille & Bar Rewards Monthly Administration Fee, Member promotional e-blasts and Birthday Card Fulfillment	9,000
Inside Golf Media Monthly Email	Indian Wells Insider Monthly 6 page Newsletter	5,100
Wedding/Large Party Dining TV Ads	Wedding and Large Party Dining TV Insertions	16,200
Internet Bridal Listings	Here comes the Guide, The Knot etc.	3,000
	Total Misc Programs	33,300
	TOTAL FOOD & BEVERAGE DEPARTMENT ADVERTISING	99,570

Sales and Marketing- Organizational Chart



**BUILDING
MAINTENANCE**

Building Maintenance - Financial Overview

	2015-16	2014-15*	Var.	Var. %	2013-14
TOTAL PAYROLL	\$303,396	\$294,750	\$8,646	2.9%	\$280,876
BENEFITS & RELATED	\$95,485	\$83,469	\$12,016	14.4%	\$71,277
TOTAL OPERATING EXPS	\$101,900	\$85,182	\$16,718	19.6%	\$90,885
FIXED EXPENSES	\$380,711	\$371,965	\$8,746	2.4%	\$332,844
NOI	(\$881,492)	(\$835,366)	(\$46,126)	5.5%	-\$775,433

Building Maintenance - Critical Assumptions and Variances

We have continued to eliminate or reduce many fixed expenses as well as aggressively shop all vendors pricing.

Building Maintenance - Primary Variations

Payroll	2015-16	2014-15*	Var.	Var. %	2013-14
	\$303,396	\$294,750	\$8,646	2.9%	\$280,876

No increase of FTE, on filling current benchmark staffing to keep the resort in highest and best shape.

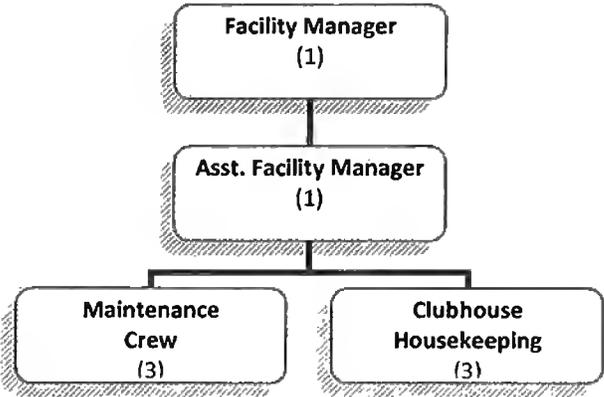
Operating Expenses	2015-16	2014-15*	Var.	Var. %	2013-14
	\$101,900	\$85,182	\$16,718	19.6%	\$88,213

Increase operating costs due to expected increased maintenance and repairs of aged equipment.

Utilities	2015-16	2014-15*	Var.	Var. %	2013-14
	\$380,711	\$371,965	\$8,746	2.4%	\$332,844

Utilities increased slightly above last year due to Edison increases. This represents a very low increase but costs have gone up of \$90 in the last two years for the entire utility category.

Building Maintenance – Organizational Chart



CC/HA ACTION _____ MTG. DATE: 5-21-15
APPROVED _____ DENIED _____ REC/FILE _____ CONT. _____
OTHER provided direction re:
VOTE: YES _____ NO _____ ABSTAIN _____

Indian Wells City Council

*IW Chamber of Commerce,
May 21, 2015*

Staff Report – Finance

*Roys Homeless Center &
Grants in Child funding for FY 2015-16 &
2016-17 & Revision to Capital*

Discussion and Direction Regarding City's Operating and Capital Budgets for Fiscal Years 2015-2017 and Other Related Matters

*Improvement budgets to an
Emergency mandatory
Restriction Measure Program*

RECOMMENDED ACTIONS:

Council **REVIEWS, DISCUSSES** and provides **DIRECTION** to staff as to any revisions of the City's Operating and Capital Budgets for Fiscal Years 2015-2017

REPORT IN BRIEF:

The elimination of redevelopment caused the City to make significant changes to its budget and long-term capital plans. The Council decided at the 2015 strategic planning workshops that moving forward, the City needs new funding sources for long-term capital replacements.

The fiscal year 2015-2017 budget moves the City closer to program budgeting by incorporating the Council's adopted strategic goals and implements a five-year capital program that is 35% funded by outside agencies or capital grants.

DISCUSSION:

Program Budget Format

The presentation of the City budget is changing from the traditional Department Line Item format to a modified Program format. Program budgets place a great deal of emphasis on identifying the fundamental objectives of the City and relating program expenses back to these objectives. Under this format, expenses in each program tie back to the City's strategic goals. Program budgets are more useful to policy decision makers for this reason and encourage public participation during the budget development process.

In moving toward a program budget format, Staff has implemented new administrative allocations, transferred existing costs from one program to another, closed unnecessary funds, and created two standalone business/enterprise funds for the Indian Wells Golf Resort and rental property located on Club Drive. A list of budgetary transfers is attached to this staff report. Over the next two-year period, staff will review the benefits and limitations of the program budget format and continue to make



INDIAN WELLS
GOLF RESORT

2015 – 2016 Proposed
Operating Budget/Strategic Plan

May 21, 2015



Groundwork & infrastructure for future years

Food & Beverage

- Enhancement of Dining Room patio to accommodate increase in large party dining demand
- Define and enhance Pavilion surrounding areas (outdoor lighting, landscape)
- Enhance and increase amounts of banquet serving materials to be able to accommodate multiple large functions at any given time
- Small scale redesign of kitchen utensils to better utilize the space given (i.e. replacement of grilles, ovens etc..)



Groundwork & infrastructure for future years

Golf

- Refine and optimize dynamic pricing model
- Incentivize net rate partners that meet revenue goals
- Refine our revenue management data analysis to further identify spending habits based on market trends
- Strengthen existing club created events (IW Pro-am, Desert Two-Ball) and investigate possible additions to the schedule



Strategies 2015/2016

Food & Beverage

- Target marketing for wedding/large party dining – revamp of website and SEO/SEM
- Partnering with regional and local DMC's
- Continue building to drive the capture of high profile events which yield a higher ADR and profit in Banquets
- Drive large party dining and dining room covers to attract high quality \$\$ spend. Large parties focus on utilizing less labor and locking in a higher ADR, thus increasing profitability
- Budget calls out a higher COG during summer and shoulder months with specials and promotions, to maintain current cover base
- Utilize Café to capture breakfast business, and quick grab and go for lunch. Utilize the BBQ grille during higher traffic days to attract more to Café from golfers
- Continue momentum to further grow holiday dining, making VUE the “place to go” for holidays and special events/brunch



Strategies 2015/2016

Golf

- Build stay and play package revenue with shoulder and off peak specials
- Attend consumer golf shows in current and emerging markets to drive demand for group/leisure play
- Revise Players Card program to attract and add mid-week players
- Aggressively market and price off-peak times (i.e. afternoon, cold weather, BNP Paribas, music festivals, etc.)



Expense overview

Expenses

- Overall cost of goods declined slightly to 18.8% of total revenues from 18.9% in 2014-15 and is up slightly at 18.1% from 2013-14.
- As a % of revenue, 2015-16 budgeted Payroll is down 0.6% vs. 2014-15 forecast. The increase in actual dollars includes minimum wage increases, COLA increases, backfilling of staff and an incentive plan for departmental managers.

Operational Expenses

- As a % of revenue, operating expenses are flat to prior year
- Electricity/Water and Channel maintenance offset costs are based on 2014-15 forecasted actuals plus approximately a 3% increase
- \$102,000 increase for lease of Golf Course Maintenance equipment



IWGR channel maintenance costs and city water usage for non-golf areas

Supply of water and electricity for non-golf areas:

Total acreage irrigated turf and landscape areas = 283

Total non-golf (El Dorado/Hwy 111) acreage = 27.5

Total Whitewater channel acreage = 21.7

Total annual 2014-15 IWGR water/electricity costs = \$514,916

Per acre calculation = $\$514,916 / 283 = \$1,819$

Non-golf calculation = $\$1,819 \times 27.5 \text{ acres} = \$50,036$

Whitewater channel calculation = $\$1,819 \times 21.7 \text{ acres} = \$39,483$

Whitewater channel maintenance (Seed/Fertilizer/Labor/etc.) = \$36,900



2015 – 2016 Budget Overview

Rounds & ADR

ROUNDS	2015 – 2016	2014-15 (EST)	Var.	Var. %	2013 – 2014
18 HOLE	7,932	7,431	501	6.7%	6,074
TOURNAMENT	19,487	18,964	523	2.8%	16,346
RESORT GUEST	7,478	6,698	780	11.6%	7,529
AFTERNOON	8,795	7,227	1,568	21.7	6,991
OTHER	38,154	39,082	-928	-2.3%	44,693
TOTAL ROUNDS	81,846	79,402	2,444	3.0%	81,633

AVG.DAILY RATE					
18 HOLE	121.74	125.68	-3.94	-0.7%	125.00
TOURNAMENT	100.42	97.87	2.56	2.6%	95.67
RESORT GUEST	120.34	114.91	5.43	4.7%	117.65
AFTERNOON	62.52	57.83	4.69	8.1%	66.27
OTHER	54.66	54.39	.27	.5%	53.77
TOTAL A.D.R.	78.90	77.05	1.85	2.4%	74.42



2015 – 2016 Budget Overview

COVERS & ADR

COVERS	2015 – 2016	2014-15 (EST)	Var.	Var. %	2013 – 2014
VUE GRILLE & BAR	114,800	120,098	-5,298	-4.4%	117,818
BEV CART (RDS)	81,846	79,778	2,068	2.5%	81,633
CAFÉ	37,525	36,792	733	1.9%	36,405
BANQUETS	26,550	24,492	2,058	8.4%	17,717
TOTAL COVERS	260,721	261,160	-439	-0.2%	253,573

AVG.DAILY RATE					
VUE GRILLE & BAR	26.52	24.07	2.45	10.2%	25.88
BEV CART (RDS)	5.70	5.72	-0.02	-.03%	5.63
CAFÉ	8.82	8.48	.34	4.0%	9.15
BANQUETS	50.89	48.09	2.80	5.8%	43.01
TOTAL A.D.R.	21.13	19.61	1.52	7.7%	18.77



2015 – 2016 Budget Overview

REVENUES	2015 – 2016	2014-15 (EST)	Var.	Var. %	2013 – 2014
GOLF FEES	6,457,837	6,090,674	367,163	6.0%	6,075,348
MERCHANDISE	1,412,372	1,344,848	67,524	5.0%	1,285,305
FOOD & BEVG	5,481,051	5,009,647	471,404	9.4%	4,759,457
OTHER INCOME	534,842	772,554	-237,712	-3.0%	320,620
TOTAL REVENUE	13,886,109	13,217,723	668,386	5.0%	12,440,730

COST OF SALES					
MERCHANDISE	724,076	710,754	13,322	4.1%	676,356
AS % REVENUE	51.3%	52.4%	-1.1%	0.2%	52.62%
FOOD & BEVG	1,761,597	1,680,530	81,067	4.8%	1,473,354
AS % REVENUE	32.1%	33.5%	-1.4%	-4.0%	30.9%
GOLF	122,498	111,995	10,503	8.5%	142,090
TOTAL COGS	2,608,171	2,503,279	104,892	4.1%	2,291,800
AS % REVENUE	18.7%	18.9%	-0.2	-1.9%	18.4%



2015 – 2016 Budget Overview

	2015 – 2016	2014-15 (EST)	Var.	Var. %	2013 – 2014
GROSS MARGIN	11,277,938	10,714,444	563,494	5.2%	10,148,930
TOTAL OPS EXPS	11,495,363	10,942,310	553,053	5.0%	10,483,031
AS % REVENUE	82.8%	82.8%	0.0%	0.0%	84.6%
NET OPER INCOME	-217,425	-227,866	10,441	4.6%	-342,980



Capital 2015 - 2016

- **Total C.I.P. request- 2015 - 2016-\$1.1M**
- **Pavilion- Total bookings to date-\$1.4M**
 - Total estimated Pavilion profitability- 40%=\$560K
 - Pavilion lighting- \$26K
- **Furniture/fixtures-tables for front patio dining-\$52K**
 - Increased large party revenue- \$75K YOY
 - Labor savings based on not having to move them each time. 2 hours load out and 2 hours load in for 4 people. Estimated savings of \$10K per year



Capital 2015/2016

- **VUE Signage- \$8K**
- Prevention of loss of covers and revenue from golfers as guests are unaware there is even a restaurant upstairs due to lack of signage in lobby.
- **Chafing dish investment-\$26K**
- Reduction of rentals \$12K
- Increased revenue for Banquets as we will be able to now host multiple parties holding events where buffets are used
- **Turf reduction- \$200K**
- \$60K return from CVWD
- Water savings-8.5 million gallons= \$4K annually
- Savings of seed and fertilizer-\$3.5K annually
- Electric savings- \$2K annually



Capital 2015/2016

- The items listed below have reached or exceeded their useful life and need to be replaced:
- **Food & Beverage Kitchen Equipment**(ovens, refrigerator)- \$79K
- **Furniture/Fixtures**- \$272K (lobby, golf patio, banquet chairs)
- **Golf Maintenance**- \$579K- (pump station, rain guns, turf reduction)
- **HVAC, Pumps/Motors, Roof, Electrical, Communications**- \$129K



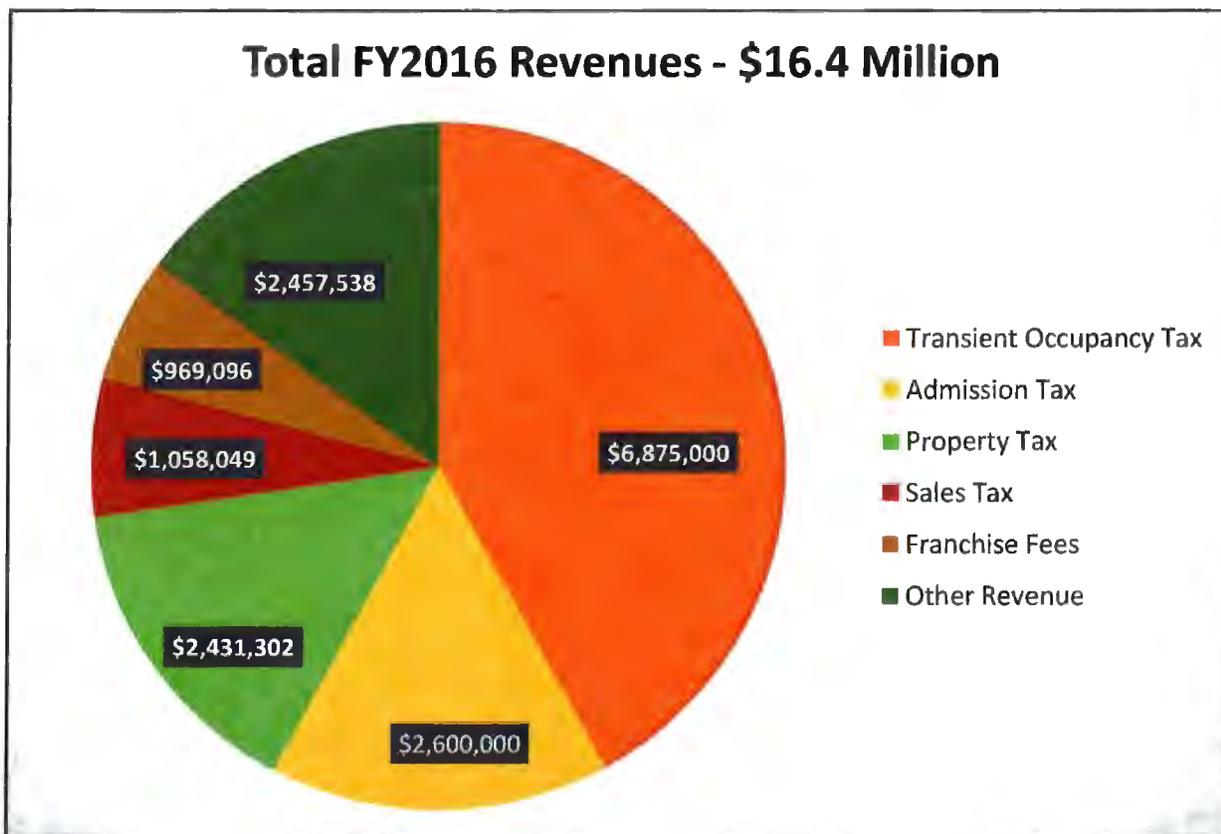
Thank you.
Questions & Answers

recommendations to improve budget communications to policymakers and residents alike.

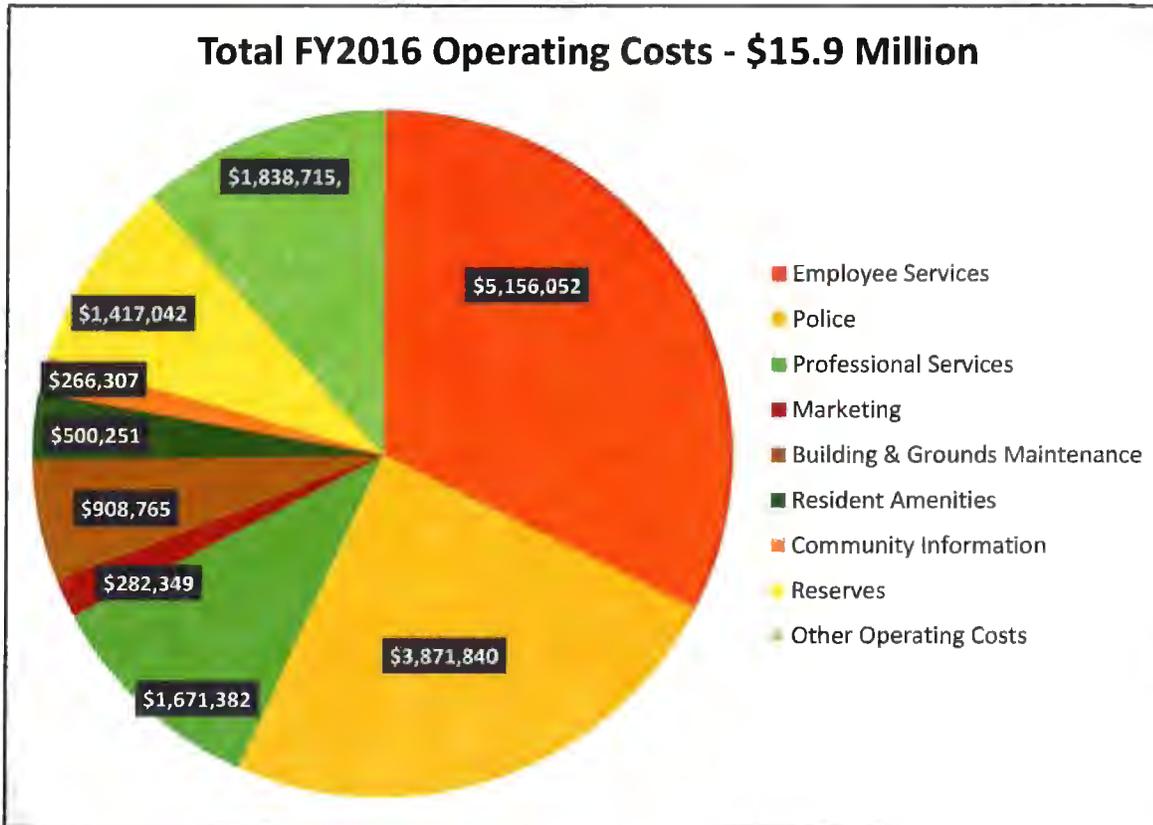
Fiscal Year 2015/16 General Fund Overview

The City will benefit from the expanding tourism economy experienced during the prior year. Revenues are anticipated to increase \$683,258 to approximately \$16.4 million. Improvements in the national economy will enhance transient occupancy and admissions tax collections, sales tax revenues, and home values.

In the coming year, strong transient occupancy tax collections are anticipated to reach \$6.9 million. Admissions tax metrics indicate growth of 7.2% with collections of \$2.6 million. Sales tax continues to follow expected economic growth reaching nearly \$1.1 million during the year. Early analysis indicates property values will reach \$5.2 billion, generating \$2.4 million in tax collections.



Operating costs are projected to increase \$935,635 to \$15.9 million.



Staff anticipates employee services will rise \$235,450 due to recent changes to the California Public Employees' Retirement System (CalPERS), which now requires additional payments to reduce unfunded pension liabilities. As of the last CalPERS actuarial dated October 2014, the employee pension fund had a present value of \$22.3 million and was 76.7% funded. The unfunded liability is \$4.7 million.

The Riverside County Sheriff's Department anticipates a 9.3% increase for police services based upon existing labor obligations. This equates to a \$328,557 increase based upon existing service levels. Due to recent claims filed with the City's insurance carrier, the City will pay a \$273,000 insurance premium adjustment to reconcile prior year premiums with actual claims.

The new budget reflects an additional \$160,000 in one-time costs. The City's strategic plan includes \$75,000 to complete the economic financial plan and \$40,000 to study flooding mitigation. The remaining \$45,000 is planned for an employee class and compensation study.

Based upon historical averages, the remainder of the operating costs categories such as community outreach, office expense, and training will increase between 2.5% and 3.0% due to inflationary price increases and existing contract obligations.

Golf Resort Program

The Golf Resort will operate as an enterprise fund beginning in fiscal year 2015/16. Under the enterprise model, the City will reimburse the Resort for actual discounts received by residents. Staff asked Troon to prepare a schedule of discounts provided to residents. Troon estimates annual resident discounts costs at \$139,275.

<u>Resident Discounts</u>	
	<u>Amount</u>
Food & Beverage	96,000
Merchandise	43,275
Total	139,275

Troon also looked at discounts provided to the City for numerous City Events held at the Golf Resort. Troon estimated \$58,472 in food and beverage discounts were provided to the City throughout the year.

<u>City Event Discounts</u>	
	<u>Amount</u>
Food & Beverage	58,472
Total	58,472

Total Discounts	197,747
------------------------	----------------

Reimbursable discounts for both resident and City use will be reconciled on a monthly basis and calculated on actual use. As a result of these accounting changes, the \$285,000 Community Center contribution credit was removed from the budget.

Cash Flow Projections

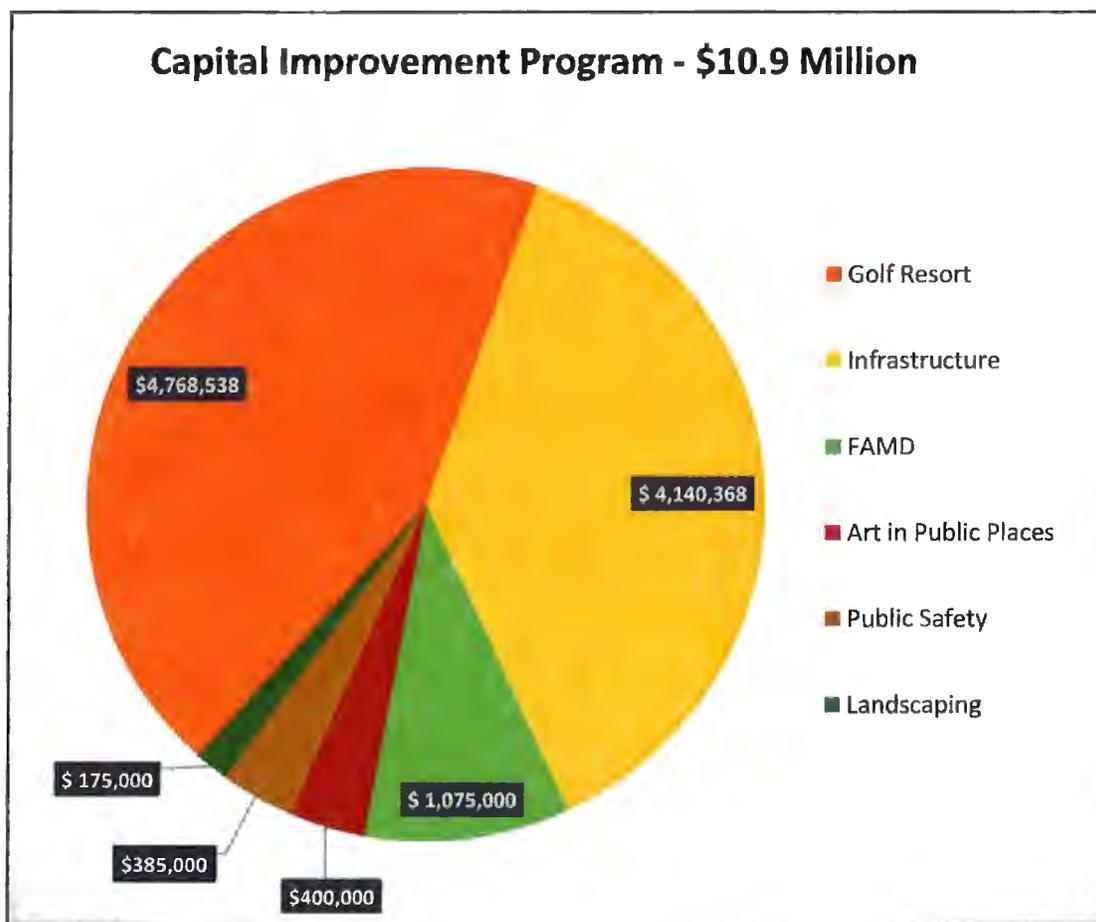
Staff has prepared a long-term cash flow projection which provides one year of audited figures (labeled 2014A), an updated projection of the current 2015B budget, the proposed two year draft budget for 2016B and 2017B, and eight years of forecasted projections (labeled as 2018F through 2025F).

The cash flow projection is an excellent planning tool to get a broader perspective of how the organization will fare, especially since the redevelopment dissolution in 2012. The 2014A audited and projected 2015B figures provide comparative trend data since the redevelopment dissolution.

Five-Year Capital Plan

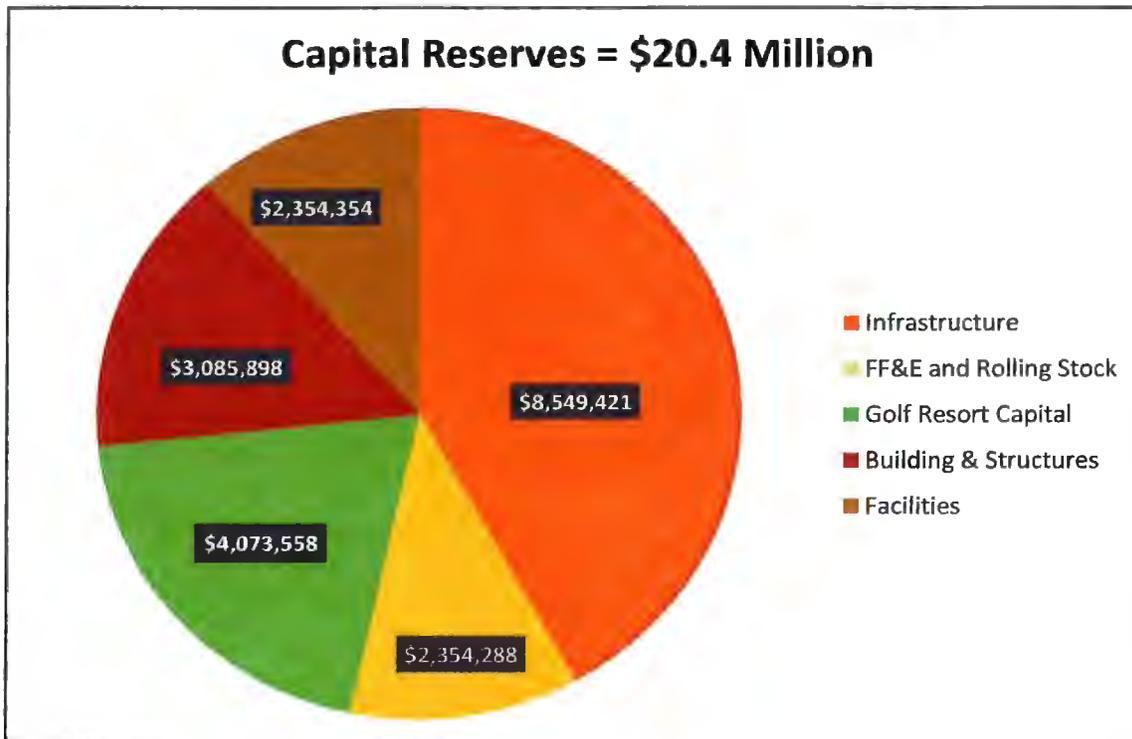
The five-year capital improvement plan includes 28 capital projects budgeted at \$10.9 million. The location and description of each capital project is discussed within the capital budget.

To the extent possible, the City utilizes outside agencies and grant funds to pay for capital projects. Approximately \$2.6 million in capital funding will come from outside agencies, developer fees, and capital grant funds. The City's remaining share of the five-year capital improvement plan is \$8.4 million.



Reserves

The General Fund Emergency Reserve was established in the event of a catastrophic disaster or major economic downturn that would impact the major revenue source to the City such as transient occupancy tax. The City Council has reserved \$2.3 million for this purpose.



The City developed a financial strategy to begin setting aside reserves for future capital replacements. Capital Reserve Funds were created to accumulate funding for new infrastructure development and the ongoing rehabilitation of existing buildings and facilities, streets and sidewalks, parks and open spaces, and transportation systems.

The City reserves approximately \$1.4 annually. The primary funding source of the capital contribution is the City's General Fund. By fiscal year ending 2015/16, total reserves should reach \$20.4 million.

ATTACHMENTS:

1. City Budget FY 2015-2017 (under separate cover)
2. General Fund Cash Flow
3. Schedule of expenditure transfers and other modifications between programs

**CITY OF INDIAN WELLS, CA, GENERAL FUND
GENERAL FUND CASH FLOW**

	*2014A	*2015B	*2016B	*2017B	*2018F	*2019F	*2020F	*2021F	*2022F	*2023F	*2024F	*2025F
BEGINNING CASH BALANCE	6,123,059	6,871,073	7,546,335	8,024,617	8,806,648	9,550,686	10,258,911	11,007,235	11,676,813	12,285,206	12,815,345	13,257,831
REVENUES & SOURCES, BY ACCOUNT GROUP												
01-PROPERTY TAXES	2,305,106	2,332,184	2,431,302	2,504,241	2,566,847	2,618,184	2,670,548	2,723,958	2,778,438	2,834,006	2,890,687	2,948,500
02-SALES TAXES	1,016,141	1,020,824	1,058,049	1,089,790	1,122,484	1,156,158	1,190,843	1,226,568	1,263,365	1,301,266	1,340,304	1,380,513
03-TRANSIENT OCCUPANCY TAX	6,407,454	6,624,803	6,875,000	7,100,000	7,277,500	7,459,438	7,645,923	7,837,072	8,032,998	8,233,823	8,439,669	8,650,661
04-FRANCHISE TAXES	886,891	936,325	969,096	998,169	1,028,114	1,058,957	1,090,726	1,123,448	1,157,151	1,191,866	1,227,622	1,264,451
05-OTHER TAXES	131,294	131,294	133,920	136,598	139,330	142,117	144,959	147,858	150,815	153,832	156,908	160,046
06-REAL PROPERTY TRANSFER TAX	217,975	155,000	158,100	161,262	164,487	167,777	171,133	174,555	178,046	181,607	185,239	188,944
07-ADMISSIONS TAX	2,244,125	2,425,100	2,600,000	2,800,000	2,940,000	3,057,600	3,164,616	3,259,554	3,357,341	3,458,061	3,561,803	3,668,657
08-LICENSE & PERMIT FEES	425,848	391,985	399,827	407,821	415,977	424,297	432,783	441,439	450,267	459,273	468,458	477,827
09-FINES & FORFEITURES	52,631	54,900	57,803	62,959	64,218	65,503	66,813	68,149	69,512	70,902	72,320	73,767
10-INTEREST INCOME	116,375	120,000	60,000	60,000	105,680	114,608	123,107	132,087	140,122	147,422	153,784	159,094
11-USE OF MONEY & PROPERTY	42,201	42,201	-	-	-	-	-	-	-	-	-	-
12-INTERGOVERNMENTAL	386,696	507,103	497,327	498,024	507,984	518,144	528,507	539,077	549,859	560,856	572,073	583,514
13-CURRENT SERVICE CHARGES	665,711	734,966	442,859	451,216	460,240	469,445	478,834	488,411	498,179	508,143	518,305	528,671
14-OTHER REVENUES	247,865	153,050	626,110	629,231	641,816	654,652	667,745	681,100	694,722	708,616	722,789	737,244
15-DEVELOPMENT AGREEMENT FEES	76,659	79,992	81,592	83,224	84,888	86,586	88,318	90,084	91,886	93,724	95,598	97,510
TOTAL - REVENUES & SOURCES	15,222,972	15,709,727	16,390,985	16,982,535	17,519,566	17,993,466	18,464,854	18,933,360	19,412,702	19,903,398	20,405,560	20,919,401
EXPENDITURES & USES, BY PROGRAM												
CITY COUNCIL	118,576	146,894	203,564	203,772	207,287	210,880	214,555	218,313	222,156	226,088	230,110	234,224
CITY MANAGER	689,206	591,310	703,359	715,121	735,207	755,913	777,260	799,267	821,956	845,350	869,471	894,344
PERSONNEL	60,129	120,871	263,382	241,522	247,928	254,520	261,303	268,283	275,465	282,857	290,465	298,294
RISK MANAGEMENT	698,041	767,437	994,857	1,024,489	1,055,103	1,086,635	1,119,114	1,152,568	1,187,026	1,222,519	1,259,077	1,296,732
CITY CLERK	295,021	313,439	277,981	291,118	298,958	307,031	315,346	323,909	332,729	341,813	351,171	360,810
COMMUNITY INFORMATION PROGRAM	215,624	299,986	266,308	266,308	271,634	277,067	282,608	288,260	294,026	299,906	305,904	312,022
RESIDENT AMENITIES PROGRAM	403,648	462,059	500,251	508,678	518,852	529,229	539,813	550,610	561,622	572,854	584,311	595,998
CENTRAL SERVICES	1,533,808	777,898	189,965	195,960	199,924	203,987	208,153	212,424	216,803	221,294	225,900	230,623
MARKETING PROGRAM	1,323,850	1,447,848	718,734	739,877	758,715	778,079	797,985	818,448	839,487	861,117	883,358	906,228
TECHNOLOGY	389,769	413,795	384,316	393,770	403,680	413,878	424,374	435,177	446,296	457,741	469,524	481,653
COMMUNITY ASSISTANCE PROGRAM	216,000	310,742	254,125	187,570	263,508	254,010	245,056	255,081	235,394	220,098	200,535	178,622
PARTNER MARKETING	-	-	404,444	412,444	419,029	425,743	432,591	439,574	446,696	453,960	461,370	468,928
LEGAL SERVICES	453,977	427,873	263,019	270,826	278,905	287,226	295,797	304,625	313,718	323,085	332,733	342,671
COMMUNITY DEVELOPMENT ADMIN	237,440	257,845	285,900	287,987	296,005	304,266	312,778	321,548	330,584	339,895	349,491	359,379
BUILDING & SAFETY	500,630	576,305	723,073	728,297	749,654	771,674	794,379	817,791	841,934	866,830	892,504	918,981
CURRENT & ADVANCED PLANNING	282,076	314,302	373,417	398,337	409,805	421,633	433,833	446,415	459,394	472,783	486,594	500,842
FINANCE	858,909	842,135	1,048,721	1,025,788	1,055,669	1,086,483	1,118,263	1,151,038	1,184,843	1,219,710	1,255,674	1,292,772
INTERNAL CONTRIBUTIONS & RESERVES	500,000	1,100,000	1,417,042	1,418,237	1,418,237	1,418,237	1,318,237	1,293,237	1,268,237	1,243,237	1,218,237	1,193,237
PUBLIC SAFETY ADMINISTRATION	84,594	165,813	185,632	189,701	195,040	200,541	206,210	212,050	218,068	224,270	230,660	237,246
CODE ENFORCEMENT	166,075	258,154	431,468	441,128	454,375	468,034	482,118	496,642	511,618	527,062	542,988	559,412
POLICE	3,071,992	3,404,533	3,751,840	3,911,368	4,128,293	4,357,221	4,598,815	4,853,775	5,122,838	5,406,784	5,706,435	6,022,658
EMERGENCY PREP.	8,374	14,500	81,000	73,000	74,930	76,915	78,958	81,058	83,220	85,443	87,730	90,083
PUBLIC WORKS ADMINISTRATION	452,620	490,565	574,178	592,730	609,678	627,150	645,166	663,741	682,895	702,645	723,013	744,017

ENGINEERING	37,094	49,665	101,250	61,250	63,063	64,929	66,850	68,827	70,864	72,960	75,118	77,340
MAINTENANCE	870,321	883,874	1,018,377	1,067,725	1,096,726	1,126,581	1,157,315	1,188,957	1,221,533	1,255,073	1,289,606	1,325,162
TRAFFIC SIGNALS	11,309	17,000	22,500	22,500	22,925	23,353	23,783	24,215	24,649	25,085	25,521	25,957
CITY PARKWAYS	428,964	522,225	474,000	531,000	542,400	554,023	565,872	577,949	590,257	602,798	615,574	628,587
TOTAL - EXPENDITURES & USES	13,908,047	14,977,068	15,912,703	16,200,504	16,775,528	17,285,240	17,716,530	18,263,783	18,804,309	19,373,258	19,963,073	20,576,825
SET ASIDE OF OPERATIONAL RESERVES - OPERATING	1,314,925	732,659	478,282	782,031	744,038	708,226	748,324	669,578	608,393	530,139	442,486	342,576
16-TRANSFERS IN	-	-	-	-	-	-	-	-	-	-	-	-
21-TRANSFERS OUT	566,911	57,397	-	-	-	-	-	-	-	-	-	-
SET ASIDE OF OPERATIONAL RESERVES - TOTAL	748,014	675,262	478,282	782,031	744,038	708,226	748,324	669,578	608,393	530,139	442,486	342,576
ENDING CASH BALANCE	6,871,073	7,546,335	8,024,617	8,806,648	9,550,686	10,258,911	11,007,235	11,676,813	12,285,206	12,815,345	13,257,831	13,600,407

Key Metrics

*A = Audited

*B = Budgeted

*F = Forecasted

New two year budget cycle

City of Indian Wells
Fiscal Year 2015/16 and 2016/17 Draft City Budget
May 21, 2015

Schedule of expenditure transfers and other
modifications between programs:

1. Retitled the Community Activities program to the Resident Amenities program
2. Created "Sponsorship" account in Resident Amenities program
3. Moved the following line items into the Sponsorship
 - a. Wild lights
 - b. Desert Town Hall
 - c. Joslyn Senior Center
 - d. Promotional Events
 - e. BNP Paribas
 - f. Salute to Hero's
 - g. Pro-am Invitational
4. Removed Economic Development Programs from the Marketing program which moved to Sponsorships
5. Removed Community Promotions from the Community Information program which moved to Sponsorships
6. Moved Day at Sea from Communities Activities to Community Assistance
7. Change Golf Resort from a special revenue fund to a business/enterprise fund
 - a. Established new administrative allocation from General Fund to the Golf Fund
 - b. Transferred Resort Assets to Golf Fund
8. Created a new business/enterprise fund for the Club Drive rental property
9. Created Club Drive rental property as business/enterprise fund
 - a. Established new administrative allocation for the Club Drive Fund
10. Closed the Self-Insurance Reserve Fund
11. City Council program:
 - a. Transferred the following expenditures to the City Council program from the City Manager program
 - b. Council Strategic Planning
 - c. Study Session costs
 - d. Committee/Commissioner annual event
 - e. State of the City
 - f. City Council recognition and outreach
 - g. Mayor Acknowledgement Dinner
 - h. Senior Inspiration Awards

- i. Cove Commission annual luncheon
 - j. Swearing in Ceremony
- 12. City Manager program:
 - a. Moved citywide memberships to Central Services
- 13. Legal Services program:
 - a. Personnel legal costs now charged directly to Personnel program
 - b. Code Enforcement legal services now charged directly to Code Enforcement program
- 14. Personnel program:
 - a. Citywide (non-specific) training and all employee events are charged to this program.
 - b. Legal services budgeted at \$65,000 is now charged directly to Personnel
- 15. Community Information program:
 - a. Added new \$30,000 advertising revenue account to show revenue received from Newsletter advertising
- 16. Marketing program:
 - a. Co-operative Marketing moved to Partner Marketing (New Program) in the General Fund
 - b. Deleted Co-operative Marketing Fund 760
- 17. Building & Safety program:
 - a. Fire Marshal duties revert to CalFire. This resulted in a payroll reallocation increasing payroll expenses in the Building & Safety program and decreasing payroll expenses in the Public Safety/Fire program
 - b. Building Permit Software expenses now budgeted in Building & Safety program, in the past charged to Technology
- 18. Current & Advanced program:
 - a. Business License Software expenses budgeted, in past charged to Technology
- 19. Code Enforcement program:
 - a. Code Enforcement legal services budgeted at \$125,000 is now charged directly to Code Enforcement program
- 20. Finance program:
 - a. Added Professional Services increased \$75,000 due to strategic planning goal-Financial Strategy
 - b. Financial Software budgeted \$42,000, in past charged to Technology
- 21. Technology program:
 - a. Decreased Professional Services expenses due to specific software costs allocated to other departments: Finance, Building & Safety and Current & Advanced

- 22. Central Services program:
 - a. Decrease in Group Insurance due to Retirement funding reallocated to each department
 - b. Increase in citywide memberships transferred from other departments
- 23. Internal Contributions & Reserve program:
 - a. This is a new program that accounts for:
 - i. Capital reserve funding
 - ii. Tennis Naming Rights
 - iii. City funding for Landscape and Lighting Districts
- 24. Risk Management program:
 - a. Increased due to Retro Deposit
 - b. No longer contributing to Self Insurance Reserve Fund (closed)
- 25. Public Safety program:
 - a. Police contract increase due to personnel negotiations by Riverside County
- 26. Fire Services program:
 - a. In fiscal year 2015/16, the City began using CalFire's worse case Schedule "A" Scenario
 - b. Fire Services program payroll decrease due to reallocation
- 27. Public Works program:
 - a. Engineering increase \$40,000 due to strategic planning goal-Flood Mitigation Plan



“DRAFT”

Biennial Operating Budget

Fiscal Years 2015/2016 and 2016/2017

And

Capital Improvement Plan

Fiscal Years 2015/2016 through 2019/2020

Discussion and Direction Regarding City's Operating and Capital Budgets for Fiscal Years 2015-2017 and Other Related Matters

RECOMMENDED ACTIONS:

Council **REVIEWS, DISCUSSES** and provides **DIRECTION** to staff as to any revisions of the City's Operating and Capital Budgets for Fiscal Years 2015-2017

REPORT IN BRIEF:

The elimination of redevelopment caused the City to make significant changes to its budget and long-term capital plans. The Council decided at the 2015 strategic planning workshops that moving forward, the City needs new funding sources for long-term capital replacements.

The fiscal year 2015-2017 budget moves the City closer to program budgeting by incorporating the Council's adopted strategic goals and implements a five-year capital program that is 35% funded by outside agencies or capital grants.

DISCUSSION:

Program Budget Format

The presentation of the City budget is changing from the traditional Department Line Item format to a modified Program format. Program budgets place a great deal of emphasis on identifying the fundamental objectives of the City and relating program expenses back to these objectives. Under this format, expenses in each program tie back to the City's strategic goals. Program budgets are more useful to policy decision makers for this reason and encourage public participation during the budget development process.

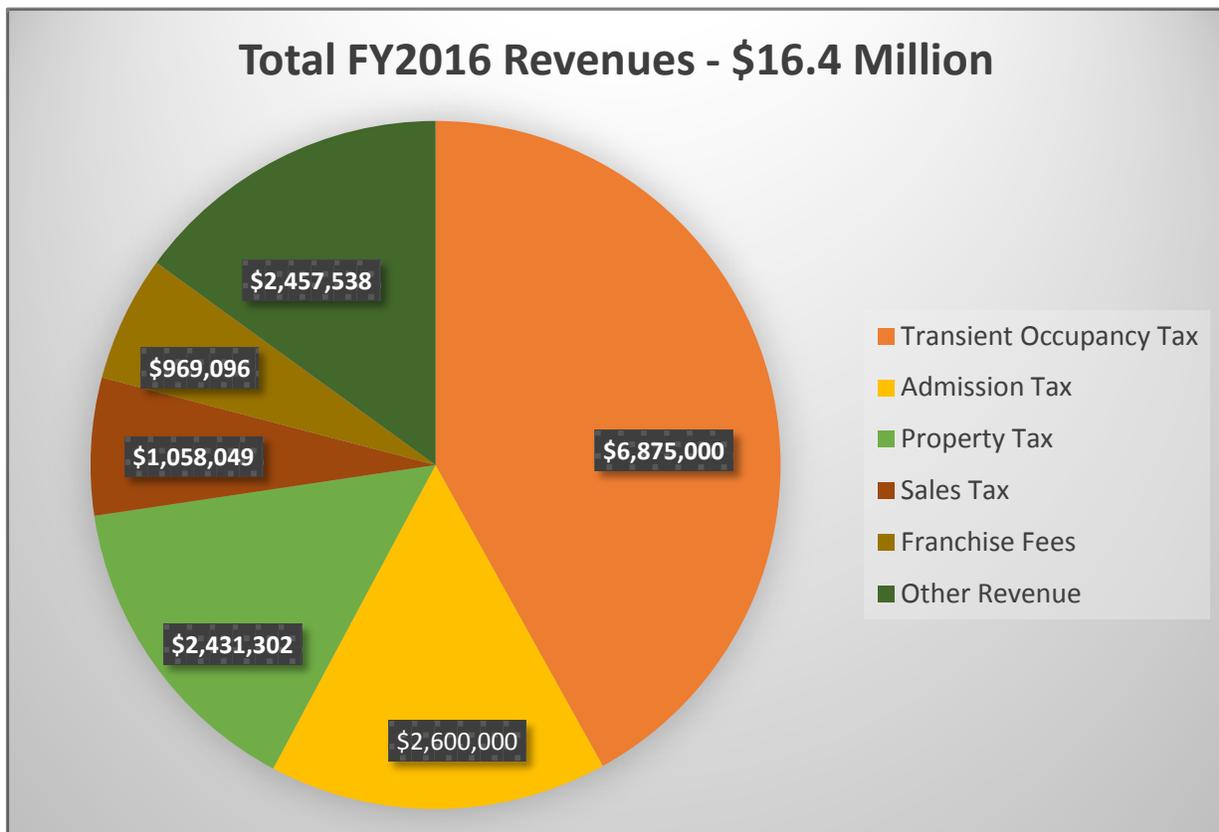
In moving toward a program budget format, Staff has implemented new administrative allocations, transferred existing costs from one program to another, closed unnecessary funds, and created two standalone business/enterprise funds for the Indian Wells Golf Resort and rental property located on Club Drive. A list of budgetary transfers is attached to this staff report. Over the next two-year period, staff will review the benefits and limitations of the program budget format and continue to make

recommendations to improve budget communications to policymakers and residents alike.

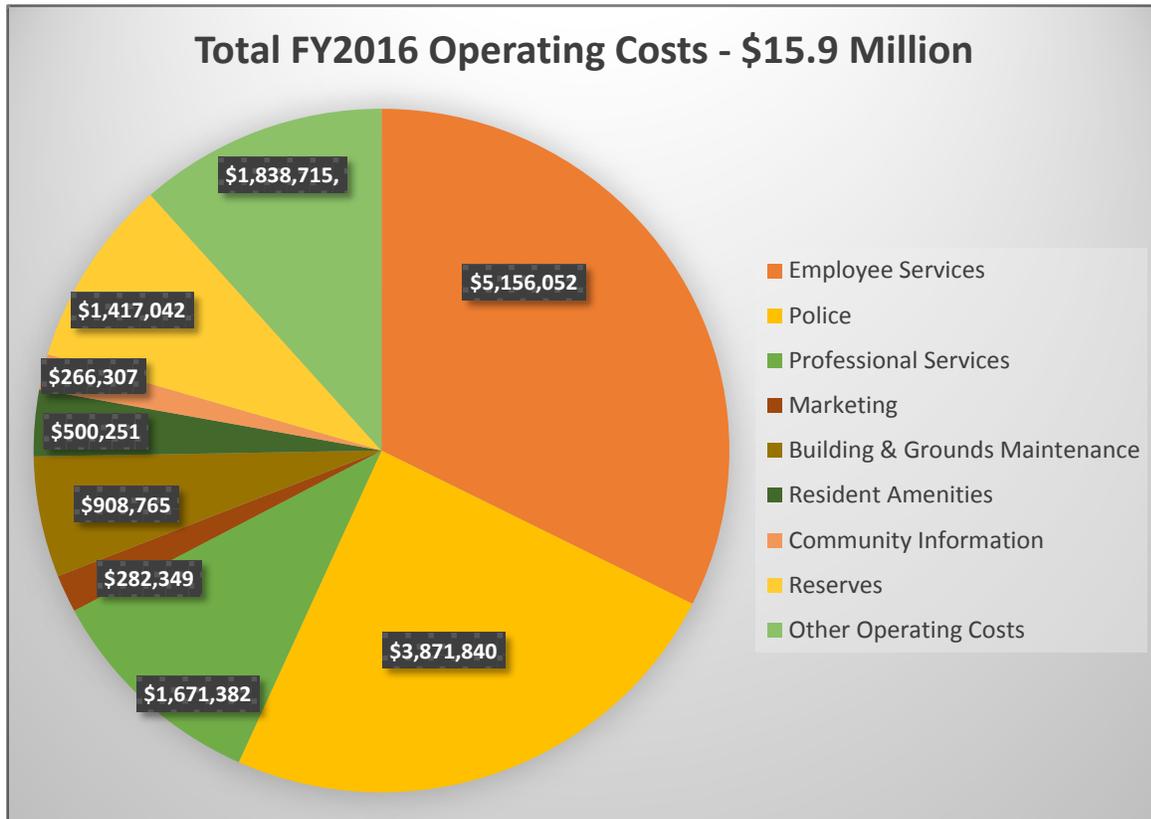
Fiscal Year 2015/16 General Fund Overview

The City will benefit from the expanding tourism economy experienced during the prior year. Revenues are anticipated to increase \$683,258 to approximately \$16.4 million. Improvements in the national economy will enhance transient occupancy and admissions tax collections, sales tax revenues, and home values.

In the coming year, strong transient occupancy tax collections are anticipated to reach \$6.9 million. Admissions tax metrics indicate growth of 7.2% with collections of \$2.6 million. Sales tax continues to follow expected economic growth reaching nearly \$1.1 million during the year. Early analysis indicates property values will reach \$5.2 billion, generating \$2.4 million in tax collections.



Operating costs are projected to increase \$935,635 to \$15.9 million.



Staff anticipates employee services will rise \$235,450 due to recent changes to the California Public Employees’ Retirement System (CalPERS), which now requires additional payments to reduce unfunded pension liabilities. As of the last CalPERS actuarial dated October 2014, the employee pension fund had a present value of \$22.3 million and was 76.7% funded. The unfunded liability is \$4.7 million.

The Riverside County Sheriff’s Department anticipates a 9.3% increase for police services based upon existing labor obligations. This equates to a \$328,557 increase based upon existing service levels. Due to recent claims filed with the City’s insurance carrier, the City will pay a \$273,000 insurance premium adjustment to reconcile prior year premiums with actual claims.

The new budget reflects an additional \$160,000 in one-time costs. The City’s strategic plan includes \$75,000 to complete the economic financial plan and \$40,000 to study flooding mitigation. The remaining \$45,000 is planned for an employee class and compensation study.

Based upon historical averages, the remainder of the operating costs categories such as community outreach, office expense, and training will increase between 2.5% and 3.0% due to inflationary price increases and existing contract obligations.

Golf Resort Program

The Golf Resort will operate as an enterprise fund beginning in fiscal year 2015/16. Under the enterprise model, the City will reimburse the Resort for actual discounts received by residents. Staff asked Troon to prepare a schedule of discounts provided to residents. Troon estimates annual resident discounts costs at \$139,275.

Troon also looked at discounts provided to the City for numerous City Events held at the Golf Resort. Troon estimated \$58,472 in food and beverage discounts were provided to the City throughout the year.

Reimbursable discounts for both resident and City use will be reconciled on a monthly basis and calculated on actual use. As a result of these accounting changes, the \$285,000 Community Center contribution credit was removed from the budget.

<u>Resident Discounts</u>	
	<u>Amount</u>
Food & Beverage	96,000
Merchandise	<u>43,275</u>
Total	139,275
<u>City Event Discounts</u>	
	<u>Amount</u>
Food & Beverage	<u>58,472</u>
Total	58,472
Total Discounts	<u><u>197,747</u></u>

Cash Flow Projections

Staff has prepared a long-term cash flow projection which provides one year of audited figures (labeled 2014A), an updated projection of the current 2015B budget, the proposed two year draft budget for 2016B and 2017B, and eight years of forecasted projections (labeled as 2018F through 2025F).

The cash flow projection is an excellent planning tool to get a broader perspective of how the organization will fare, especially since the redevelopment dissolution in 2012. The 2014A audited and projected 2015B figures provide comparative trend data since the redevelopment dissolution.

Five-Year Capital Plan

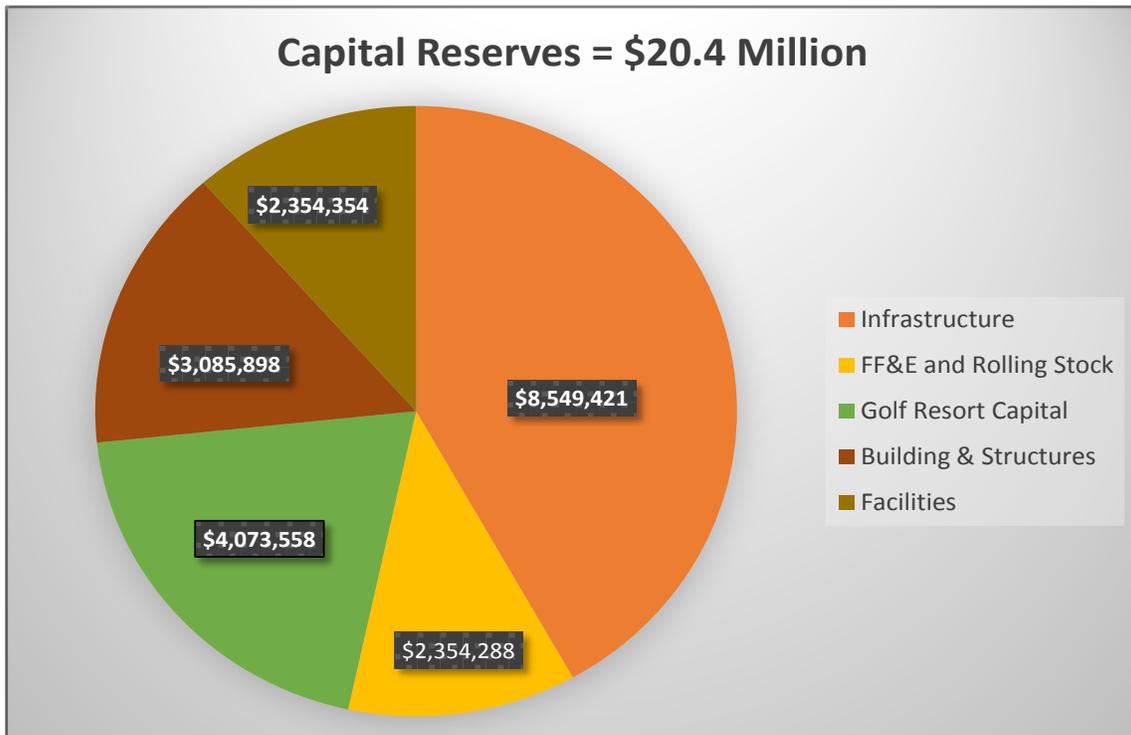
The five-year capital improvement plan includes 28 capital projects budgeted at \$10.9 million. The location and description of each capital project is discussed within the capital budget.

To the extent possible, the City utilizes outside agencies and grant funds to pay for capital projects. Approximately \$2.6 million in capital funding will come from outside agencies, developer fees, and capital grant funds. The City's remaining share of the five-year capital improvement plan is \$8.4 million.



Reserves

The General Fund Emergency Reserve was established in the event of a catastrophic disaster or major economic downturn that would impact the major revenue source to the City such as transient occupancy tax. The City Council has reserved \$2.3 million for this purpose.



The City developed a financial strategy to begin setting aside reserves for future capital replacements. Capital Reserve Funds were created to accumulate funding for new infrastructure development and the ongoing rehabilitation of existing buildings and facilities, streets and sidewalks, parks and open spaces, and transportation systems.

The City reserves approximately \$1.4 annually. The primary funding source of the capital contribution is the City's General Fund. By fiscal year ending 2015/16, total reserves should reach \$20.4 million.

ATTACHMENTS:

1. City Budget FY 2015-2017
2. General Fund Cash Flow

**CITY OF INDIAN WELLS, CA, GENERAL FUND
GENERAL FUND CASH FLOW**

	*2014A	*2015B	*2016B	*2017B	*2018F	*2019F	*2020F	*2021F	*2022F	*2023F	*2024F	*2025F
BEGINNING CASH BALANCE	6,123,059	6,871,073	7,546,335	8,024,617	8,806,648	9,550,686	10,258,911	11,007,235	11,676,813	12,285,206	12,815,345	13,257,831
REVENUES & SOURCES, BY ACCOUNT GROUP												
01-PROPERTY TAXES	2,305,106	2,332,184	2,431,302	2,504,241	2,566,847	2,618,184	2,670,548	2,723,958	2,778,438	2,834,006	2,890,687	2,948,500
02-SALES TAXES	1,016,141	1,020,824	1,058,049	1,089,790	1,122,484	1,156,158	1,190,843	1,226,568	1,263,365	1,301,266	1,340,304	1,380,513
03-TRANSIENT OCCUPANCY TAX	6,407,454	6,624,803	6,875,000	7,100,000	7,277,500	7,459,438	7,645,923	7,837,072	8,032,998	8,233,823	8,439,669	8,650,661
04-FRANCHISE TAXES	886,891	936,325	969,096	998,169	1,028,114	1,058,957	1,090,726	1,123,448	1,157,151	1,191,866	1,227,622	1,264,451
05-OTHER TAXES	131,294	131,294	133,920	136,598	139,330	142,117	144,959	147,858	150,815	153,832	156,908	160,046
06-REAL PROPERTY TRANSFER TAX	217,975	155,000	158,100	161,262	164,487	167,777	171,133	174,555	178,046	181,607	185,239	188,944
07-ADMISSIONS TAX	2,244,125	2,425,100	2,600,000	2,800,000	2,940,000	3,057,600	3,164,616	3,259,554	3,357,341	3,458,061	3,561,803	3,668,657
08-LICENSE & PERMIT FEES	425,848	391,985	399,827	407,821	415,977	424,297	432,783	441,439	450,267	459,273	468,458	477,827
09-FINES & FORFEITURES	52,631	54,900	57,803	62,959	64,218	65,503	66,813	68,149	69,512	70,902	72,320	73,767
10-INTEREST INCOME	116,375	120,000	60,000	60,000	105,680	114,608	123,107	132,087	140,122	147,422	153,784	159,094
11-USE OF MONEY & PROPERTY	42,201	42,201	-	-	-	-	-	-	-	-	-	-
12-INTERGOVERNMENTAL	386,696	507,103	497,327	498,024	507,984	518,144	528,507	539,077	549,859	560,856	572,073	583,514
13-CURRENT SERVICE CHARGES	665,711	734,966	442,859	451,216	460,240	469,445	478,834	488,411	498,179	508,143	518,305	528,671
14-OTHER REVENUES	247,865	153,050	626,110	629,231	641,816	654,652	667,745	681,100	694,722	708,616	722,789	737,244
15-DEVELOPMENT AGREEMENT FEES	76,659	79,992	81,592	83,224	84,888	86,586	88,318	90,084	91,886	93,724	95,598	97,510
TOTAL - REVENUES & SOURCES	15,222,972	15,709,727	16,390,985	16,982,535	17,519,566	17,993,466	18,464,854	18,933,360	19,412,702	19,903,398	20,405,560	20,919,401

EXPENDITURES & USES, BY PROGRAM

CITY COUNCIL	118,576	146,894	203,564	203,772	207,287	210,880	214,555	218,313	222,156	226,088	230,110	234,224
CITY MANAGER	689,206	591,310	703,359	715,121	735,207	755,913	777,260	799,267	821,956	845,350	869,471	894,344
PERSONNEL	60,129	120,871	263,382	241,522	247,928	254,520	261,303	268,283	275,465	282,857	290,465	298,294
RISK MANAGEMENT	698,041	767,437	994,857	1,024,489	1,055,103	1,086,635	1,119,114	1,152,568	1,187,026	1,222,519	1,259,077	1,296,732
CITY CLERK	295,021	313,439	277,981	291,118	298,958	307,031	315,346	323,909	332,729	341,813	351,171	360,810
COMMUNITY INFORMATION PROGRAM	215,624	299,986	266,308	266,308	271,634	277,067	282,608	288,260	294,026	299,906	305,904	312,022
RESIDENT AMENITIES PROGRAM	403,648	462,059	500,251	508,678	518,852	529,229	539,813	550,610	561,622	572,854	584,311	595,998
CENTRAL SERVICES	1,533,808	777,898	189,965	195,960	199,924	203,987	208,153	212,424	216,803	221,294	225,900	230,623
MARKETING PROGRAM	1,323,850	1,447,848	718,734	739,877	758,715	778,079	797,985	818,448	839,487	861,117	883,358	906,228
TECHNOLOGY	389,769	413,795	384,316	393,770	403,680	413,878	424,374	435,177	446,296	457,741	469,524	481,653
COMMUNITY ASSISTANCE PROGRAM	216,000	310,742	254,125	187,570	263,508	254,010	245,056	255,081	235,394	220,098	200,535	178,622
PARTNER MARKETING	-	-	404,444	412,444	419,029	425,743	432,591	439,574	446,696	453,960	461,370	468,928
LEGAL SERVICES	453,977	427,873	263,019	270,826	278,905	287,226	295,797	304,625	313,718	323,085	332,733	342,671
COMMUNITY DEVELOPMENT ADMIN	237,440	257,845	285,900	287,987	296,005	304,266	312,778	321,548	330,584	339,895	349,491	359,379
BUILDING & SAFETY	500,630	576,305	723,073	728,297	749,654	771,674	794,379	817,791	841,934	866,830	892,504	918,981
CURRENT & ADVANCED PLANNING	282,076	314,302	373,417	398,337	409,805	421,633	433,833	446,415	459,394	472,783	486,594	500,842
FINANCE	858,909	842,135	1,048,721	1,025,788	1,055,669	1,086,483	1,118,263	1,151,038	1,184,843	1,219,710	1,255,674	1,292,772
INTERNAL CONTRIBUTIONS & RESERVES	500,000	1,100,000	1,417,042	1,418,237	1,418,237	1,418,237	1,318,237	1,293,237	1,268,237	1,243,237	1,218,237	1,193,237
PUBLIC SAFETY ADMINISTRATION	84,594	165,813	185,632	189,701	195,040	200,541	206,210	212,050	218,068	224,270	230,660	237,246
CODE ENFORCEMENT	166,075	258,154	431,468	441,128	454,375	468,034	482,118	496,642	511,618	527,062	542,988	559,412
POLICE	3,071,992	3,404,533	3,751,840	3,911,368	4,128,293	4,357,221	4,598,815	4,853,775	5,122,838	5,406,784	5,706,435	6,022,658
EMERGENCY PREP.	8,374	14,500	81,000	73,000	74,930	76,915	78,958	81,058	83,220	85,443	87,730	90,083
PUBLIC WORKS ADMINISTRATION	452,620	490,565	574,178	592,730	609,678	627,150	645,166	663,741	682,895	702,645	723,013	744,017

ENGINEERING	37,094	49,665	101,250	61,250	63,063	64,929	66,850	68,827	70,864	72,960	75,118	77,340
MAINTENANCE	870,321	883,874	1,018,377	1,067,725	1,096,726	1,126,581	1,157,315	1,188,957	1,221,533	1,255,073	1,289,606	1,325,162
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Key Metrics

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- *B = Budgeted
- *F = Forecasted

New two year budget cycle

General Fund - 101

	Account	ACTUALS 2013-14	ADJUSTED BUDGET 2014-15	PROJECTED BUDGET 2015-16	FY2015 vs. FY2016 Variance	%	PROJECTED BUDGET 2016-17	FY2016 vs. FY2017 Variance	%
Revenues									
	4111	2,160,395	2,185,947	2,278,850	92,903	4.25%	2,347,215	68,365	3.00%
	4112	102,329	105,000	109,463	4,463	4.25%	112,746	3,284	3.00%
	4113	18,044	21,012	21,905	893	4.25%	22,562	657	3.00%
	4114	20,775	12,500	13,031	531	4.25%	13,422	391	3.00%
	4121	3,566	7,725	8,053	328	4.25%	8,295	242	3.00%
	4131	778,628	780,000	810,000	30,000	3.85%	834,300	24,300	3.00%
	4132	6,407,454	6,624,803	6,875,000	250,197	3.78%	7,100,000	225,000	3.27%
	4133	237,513	240,824	248,049	7,225	3.00%	255,490	7,441	3.00%
	4141	295,995	300,000	310,500	10,500	3.50%	319,815	9,315	3.00%
	4142	50,793	61,532	63,686	2,154	3.50%	65,596	1,910	3.00%
	4143	227,066	230,000	238,050	8,050	3.50%	245,192	7,142	3.00%
	4144	313,037	344,793	356,860	12,067	3.50%	367,566	10,706	3.00%
	4151	131,294	70,000	133,920	63,920	91.31%	136,598	2,678	2.00%
	4161	217,975	155,000	158,100	3,100	2.00%	161,262	3,162	2.00%
	4171	2,244,120	2,350,000	2,600,000	250,000	10.64%	2,800,000	200,000	7.69%
	4311	344,840	315,000	321,300	6,300	2.00%	327,726	6,426	2.00%
	4312	18,091	17,723	18,078	355	2.00%	18,439	361	2.00%
	4313	17,177	17,723	18,078	355	2.00%	18,439	361	2.00%
	4314	16,855	18,831	19,208	377	2.00%	19,592	384	2.00%
	4315	2,599	3,323	3,390	67	2.02%	3,457	67	1.98%
	4316	17,269	8,308	8,474	166	2.00%	8,643	169	1.99%
	4318	9,017	11,077	11,299	222	2.00%	11,525	226	2.00%
	4410	6,349	7,650	7,803	153	2.00%	7,959	156	2.00%
	4421	40,930	77,250	35,000	(42,250)	-54.69%	40,000	5,000	14.29%
	4422	5,352	-	5,000	5,000	100.00%	5,000	-	0.00%
	4423	-	-	10,000	10,000	100.00%	10,000	-	0.00%
	4511	116,375	55,000	60,000	5,000	9.09%	60,000	-	0.00%
	4523	42,201	72,274	-	(72,274)	-100.00%	-	-	0.00%
	4612	355,585	367,710	385,000	17,290	4.70%	385,000	-	0.00%
	4615	30,765	34,145	34,827	682	2.00%	35,524	697	2.00%
	4622	346	5,253	7,500	2,247	42.78%	7,500	-	0.00%
	4651	-	70,000	70,000	-	0.00%	70,000	-	0.00%
	4711	1,875	510	520	10	1.96%	531	11	2.12%
	4712	98	255	260	5	1.96%	265	5	1.92%
	4721	16,321	28,050	28,611	561	2.00%	29,183	572	2.00%
	4731	-	5,100	5,202	102	2.00%	5,306	104	2.00%
	4732	23,357	30,000	30,600	600	2.00%	31,212	612	2.00%
	4733	5,352	15,000	15,300	300	2.00%	15,606	306	2.00%
	4739	416	5,100	5,202	102	2.00%	5,306	104	2.00%
	4741	107,193	95,000	96,900	1,900	2.00%	98,838	1,938	2.00%
	4743	15,778	25,500	26,010	510	2.00%	26,530	520	2.00%
	4744	-	4,845	4,942	97	2.00%	5,041	99	2.00%
	4745	-	306	312	6	1.96%	318	6	1.92%
	4746	10,341	10,000	10,000	-	0.00%	10,000	-	0.00%
	4751	233,176	200,000	204,000	4,000	2.00%	208,080	4,080	2.00%
	4771	15,000	15,300	15,000	(300)	-1.96%	15,000	-	0.00%
	4834	76,659	79,992	81,592	1,600	2.00%	83,224	1,632	2.00%
	4863	234,984	153,000	156,060	3,060	2.00%	159,181	3,121	2.00%
	4864	236,804	330,000	410,000	80,000	24.24%	410,000	-	0.00%
	4865	5	50	50	-	0.00%	50	-	0.00%
	4866	11,876	-	30,000	30,000	100.00%	30,000	-	0.00%
	4867	-	-	30,000	30,000	100.00%	30,000	-	0.00%
	TOTAL REVENUES	15,221,969	15,568,411	16,390,985	822,574	5.28%	16,982,535	591,550	3.61%

General Fund - 101

	Account	ACTUALS 2013-14	ADJUSTED BUDGET 2014-15	PROJECTED BUDGET 2015-16	FY2015 vs. FY2016 Variance	%	PROJECTED BUDGET 2016-17	FY2016 vs. FY2017 Variance	%
Expenditures									
	1101	118,575	146,894	203,564	56,670	38.58%	203,772	208	0.10%
	2101	689,207	591,310	703,359	112,049	18.95%	715,121	11,762	1.67%
	2501	60,129	120,871	263,382	142,511	117.90%	241,522	(21,860)	-8.30%
	2601	698,042	767,437	994,857	227,420	29.63%	1,024,489	29,632	2.98%
	2701	295,021	313,439	277,981	(35,458)	-11.31%	291,118	13,137	4.73%
	2702	199,433	273,464	266,308	(7,156)	-2.62%	266,308	-	0.00%
	2703	221,630	312,501	500,251	187,750	60.08%	508,678	8,427	1.68%
	2704	1,533,808	777,898	189,965	(587,933)	-75.58%	195,960	5,995	3.16%
	2705	587,327	654,428	718,734	64,306	9.83%	739,877	21,143	2.94%
	2706	389,769	413,795	384,316	(29,479)	-7.12%	393,770	9,454	2.46%
	2707	216,000	310,742	254,125	(56,617)	-18.22%	187,570	(66,555)	-26.19%
	2709	328,520	408,420	404,444	(3,976)	-0.97%	412,444	8,000	1.98%
	3101	453,977	427,873	263,019	(164,854)	-38.53%	270,826	7,807	2.97%
	4101	237,440	257,845	285,900	28,055	10.88%	287,987	2,087	0.73%
	4201	500,631	576,305	723,073	146,768	25.47%	728,297	5,224	0.72%
	4301	282,076	314,302	373,417	59,115	18.81%	398,337	24,920	6.67%
	7102	166,075	258,154	431,468	173,314	67.14%	441,128	9,660	2.24%
	5101	858,909	842,135	1,048,721	206,586	24.53%	1,025,788	(22,933)	-2.19%
	5201	1,086,132	1,437,578	1,417,042	(20,536)	-1.43%	1,418,237	1,195	0.08%
	7101	84,594	165,813	185,632	19,819	11.95%	189,701	4,069	2.19%
	7201	3,071,992	3,404,533	3,751,840	347,307	10.20%	3,911,368	159,528	4.25%
	7501	8,374	14,500	81,000	66,500	458.62%	73,000	(8,000)	-9.88%
	8101	452,621	490,565	574,178	83,613	17.04%	592,730	18,552	3.23%
	8201	37,094	49,665	101,250	51,585	103.87%	61,250	(40,000)	-39.51%
	8301	886,511	954,214	1,018,377	64,163	6.72%	1,067,725	49,348	4.85%
	8302	11,308	17,000	22,500	5,500	32.35%	22,500	-	0.00%
	8420	428,960	522,225	474,000	(48,225)	-9.23%	531,000	57,000	12.03%
	TOTAL EXPENDITURES	13,904,155	14,823,906	15,912,703	1,088,797	7.34%	16,200,504	287,800	1.81%
	NET INCOME (LOSS)	1,317,814	744,505	478,282			782,031		

Budget Summary
Fund Balance - Summary
FY 2014/2015

FUND		BEGINNING FUND BALANCE	REVENUE	TRANSFER IN	APPROPRIATIONS SAL/BEN SERV/SUPL		TRANSFER OUT	ENDING FUND BALANCE
GENERAL FUND								
101	GENERAL FUND	25,962,233	15,979,831		4,375,730	10,448,176	-	27,118,158
	General Fund Total	25,962,233	15,979,831	-	4,375,730	10,448,176	-	27,118,158
SPECIAL REVENUE FUNDS								
202	TRAFFIC SAFETY	-	31,000			31,000		-
203	PUBLIC SAFETY 1/2 CENT SALES TAX	9,488	15,390			15,250		9,628
204	MEASURE "A"	74,764	238,025			239,000		73,789
209	F.A.M.D. #1	2,395,855	1,512,670			1,617,825		2,290,700
210	SCAQMD (VEHICLE REG.)	313	5,510			5,000		823
211	AB 3229 COPS FUNDING	26,413	104,520			130,000		933
214	GAS TAX 2103 MAINTENANCE	41,819	43,250			55,000		30,069
215	GAS TAX 2105 MAINTENANCE	11,442	26,400			26,500		11,342
216	GAS TAX 2106 CONSTRUCT/MAINT	3,157	20,835			20,000		3,992
217	GAS TAX 2107 MAINTENANCE	5,440	36,025			37,500		3,965
218	GAS TAX 2107.5 ENG./ADMIN	3,507	2,030			2,000		3,537
228	EMERG. UPGRADE SERVICES	3,126,319	3,061,324		208,188	3,080,267		2,899,188
247	AB 939 RECYCLING FUND	212,065	85,000			85,000		262,065
248	SOLID WASTE	205,350	909,000			905,000		209,350
251	STREET LIGHTING DISTRICT 2001	4,214	1,505			1,475		4,244
271	ELDORADO DRIVE LLM D	86,049	22,000			22,000		86,049
272	MONTECITO/STARDUST LLM D	2,120	13,700			13,600		2,220
273	CASA DORADO LLM D	1,506	21,450			21,350		1,606
274	THE COVE LLM D	1,234	17,470			17,400		1,304
275	SH 111/IWGR (ENTRANCE) LLM D	286,495	144,900			148,400		282,995
276	CLUB/IW LANE LLM D	51,650	15,101			17,600		49,151
277	COLONY LLM D	30,987	27,600			35,350		23,237
278	COLONY COVE ESTATES LLM D	55,544	9,275			10,100		54,719
279	DESERT HORIZONS LLM D	14,863	319,708			318,915		15,656
280	MOUNTAIN GATE LLM D	74,272	33,200			41,800		65,672
281	MOUNTAIN GATE ESTATES LLM D	36,796	10,950			11,700		36,046
282	VILLAGIO LLM D	212,021	91,050			90,550		212,521
283	VAIDYA LLM D	30,049	4,115			4,850		29,314
284	CLUB, SOUTH OF 111 LLM D	11,177	6,900			7,000		11,077
285	MONTELENA LLM D	16,735	57,400			64,400		9,735
286	SUNDANCE LLM D	5,458	42,580			42,530		5,508
287	PROVINCE LLM D	63,497	160,450			160,170		63,777
288	PROVINCE DBAD	425,475	65,632			60,000		431,107
	Special Revenue Funds Total	7,526,074	7,155,965	-	208,188	7,288,532	-	7,185,319
CAPITAL PROJECTS FUNDS								
314	PARK-IN-LIEU FEES	(1,428,847)	34,170			-		(1,394,677)
315	CITYWIDE PUBLIC IMPROVEMENT FEE	73,104	66,520			-		139,624
316	CAPITAL IMPROVEMENT	5,416,059	50,000			5,993,184		(527,125)
319	ART IN PUBLIC PLACES	399,144	20,500			285,000		134,644
321	HIGHWAY 111 CIRCULATION IMP FEE	(31,914)	5,000			-		(26,914)
	Capital Projects Funds Total	4,427,546	176,190	-	-	6,278,184	-	(1,674,448)
CAPITAL RESERVE FUNDS								
326	INFRASTRUCTURE CAPITAL RESERVE	7,039,421	80,000			-		7,119,421
327	FF&E AND ROLLING STOCK CAPITAL RESERVE	2,304,288	30,000			-		2,334,288
328	GOLF RESORT CAPITAL RESERVE	3,993,558	50,000			-		4,043,558
329	BUILDING & STRUCTURE CAPITAL RESERVE	2,275,898	780,000			-		3,055,898
330	FACILITIES CAPITAL RESERVE	2,304,354	30,000			-		2,334,354
	Capital Reserve Funds Total	17,917,519	970,000	-	-	-	-	18,887,519
ENTERPRISE FUNDS								
560	INDIAN WELLS GOLF RESORT	412,148	13,890,772			13,834,582		468,338
561	CLUB DRIVE PROPERTY	-	-			-		-
	Internal Service Funds Total	412,148	13,890,772	-	-	13,834,582	-	468,338
INTERNAL SERVICE FUNDS								
601	RETIREMENT BENEFIT FUND	3,781,352	635,000			324,000		4,092,352
602	COMPENSATED ABSENCES RESERVE	545,022	7,500			-		552,522
603	SELF INSURANCE RESERVE	110,028	41,000			151,028		-
	Internal Service Funds Total	4,436,402	683,500	-	-	475,028	-	4,644,874
TOTAL ALL FUNDS		60,681,922	38,856,258	-	4,583,918	38,324,502	-	56,629,760

Budget Summary
Fund Balance - Summary
FY 2015/2016

FUND		BEGINNING FUND BALANCE	REVENUE	TRANSFER IN	APPROPRIATIONS SAL/BEN SERV/SUPL		TRANSFER OUT	ENDING FUND BALANCE
GENERAL FUND								
101	GENERAL FUND	27,118,158	16,390,985		5,156,052	10,756,651	-	27,596,440
	General Fund Total	27,118,158	16,390,985	-	5,156,052	10,756,651	-	27,596,440
SPECIAL REVENUE FUNDS								
202	TRAFFIC SAFETY	-	26,000			25,000		1,000
203	PUBLIC SAFETY 1/2 CENT SALES TAX	9,628	20,140			20,000		9,768
204	MEASURE "A"	73,789	240,100			300,000		13,889
209	F.A.M.D. #1	2,290,700	1,521,725			1,520,850		2,291,575
210	SCAQMD (VEHICLE REG.)	823	5,510			5,000		1,333
211	AB 3229 COPS FUNDING	933	104,520			105,000		453
214	GAS TAX 2103 MAINTENANCE	30,069	23,550			50,000		3,619
215	GAS TAX 2105 MAINTENANCE	11,342	29,389			30,000		10,731
216	GAS TAX 2106 CONSTRUCT/MAINT	3,992	19,967			20,000		3,959
217	GAS TAX 2107 MAINTENANCE	3,965	40,205			40,000		4,170
218	GAS TAX 2107.5 ENG./ADMIN	3,537	2,030			2,000		3,567
228	EMERG. UPGRADE SERVICES	2,899,188	3,358,779		152,102	3,743,096		2,362,769
247	AB 939 RECYCLING FUND	262,065	95,000			35,000		322,065
248	SOLID WASTE	209,350	909,000			906,500		211,850
251	STREET LIGHTING DISTRICT 2001	4,244	1,505			1,505		4,244
271	ELDORADO DRIVE LLM D	86,049	22,800			27,200		81,649
272	MONTECITO/STARDUST LLM D	2,220	14,320			14,220		2,320
273	CASA DORADO LLM D	1,606	22,100			22,000		1,706
274	THE COVE LLM D	1,304	18,070			18,000		1,374
275	SH 111/IWGR (ENTRANCE) LLM D	282,995	144,050			617,050		(190,005)
276	CLUB/IW LANE LLM D	49,151	14,925			17,900		46,176
277	COLONY LLM D	23,237	52,300			53,100		22,437
278	COLONY COVE ESTATES LLM D	54,719	9,400			10,250		53,869
279	DESERT HORIZONS LLM D	15,656	328,500			327,700		16,456
280	MOUNTAIN GATE LLM D	65,672	33,200			34,200		64,672
281	MOUNTAIN GATE ESTATES LLM D	36,046	11,100			12,150		34,996
282	VILLAGIO LLM D	212,521	92,550			91,050		214,021
283	VAIDYA LLM D	29,314	3,900			3,700		29,514
284	CLUB, SOUTH OF 111 LLM D	11,077	7,130			8,550		9,657
285	MONTELENA LLM D	9,735	59,800			60,750		8,785
286	SUNDANCE LLM D	5,508	43,427			43,327		5,608
287	PROVINCE LLM D	63,777	160,750			160,150		64,377
288	PROVINCE DBAD	431,107	64,050			60,000		435,157
	Special Revenue Funds Total	7,185,319	7,499,792	-	152,102	8,385,248	-	6,147,761
CAPITAL PROJECTS FUNDS								
314	PARK-IN-LIEU FEES	(1,394,677)	35,000			-		(1,359,677)
315	CITYWIDE PUBLIC IMPROVEMENT FEE	139,624	70,020			-	70,000	139,644
316	CAPITAL IMPROVEMENT	(527,125)	40,000	70,000		1,975,868		(2,392,993)
319	ART IN PUBLIC PLACES	134,644	17,500			400,000		(247,856)
321	HIGHWAY 111 CIRCULATION IMP FEE	(26,914)	1,000			-		(25,914)
	Capital Projects Funds Total	(1,674,448)	163,520	70,000	-	2,375,868	70,000	(3,886,796)
CAPITAL RESERVE FUNDS								
326	INFRASTRUCTURE CAPITAL RESERVE	7,119,421	1,430,000			-		8,549,421
327	FF&E AND ROLLING STOCK CAPITAL RESERVE	2,334,288	20,000			-		2,354,288
328	GOLF RESORT CAPITAL RESERVE	4,043,558	30,000			-	1,112,654	2,960,904
329	BUILDING & STRUCTURE CAPITAL RESERVE	3,055,898	30,000			-		3,085,898
330	FACILITIES CAPITAL RESERVE	2,334,354	20,000			-		2,354,354
	Capital Reserve Funds Total	18,887,519	1,530,000	-	-	-	1,112,654	19,304,865
ENTERPRISE FUNDS								
560	INDIAN WELLS GOLF RESORT	468,338	13,891,109	1,112,654	51,692	14,002,309		1,418,100
561	CLUB DRIVE PROPERTY	-	108,607		12,136	21,000		75,471
	Internal Service Funds Total	468,338	13,999,716	1,112,654	63,828	14,023,309	-	1,493,571
INTERNAL SERVICE FUNDS								
601	RETIREMENT BENEFIT FUND	4,092,352	641,300			333,720		4,399,932
602	COMPENSATED ABSENCES RESERVE	552,522	4,000			-		556,522
	Internal Service Funds Total	4,644,874	645,300	-	-	333,720	-	4,956,454
TOTAL ALL FUNDS		56,629,760	40,229,313	1,182,654	5,371,982	35,874,796	1,182,654	55,612,295

Budget Summary
Fund Balance - Summary
FY 2016/2017

FUND		BEGINNING FUND BALANCE	REVENUE	TRANSFER IN	APPROPRIATIONS SAL/BEN SERV/SUPL		TRANSFER OUT	ENDING FUND BALANCE
GENERAL FUND								
101	GENERAL FUND	27,596,440	16,982,535		5,302,692	10,897,812	-	28,378,471
	General Fund Total	27,596,440	16,982,535	-	5,302,692	10,897,812	-	28,378,471
SPECIAL REVENUE FUNDS								
202	TRAFFIC SAFETY	1,000	26,000			25,000		2,000
203	PUBLIC SAFETY 1/2 CENT SALES TAX	9,768	20,140			20,000		9,908
204	MEASURE "A"	13,889	245,100			245,000		13,989
209	F.A.M.D. #1	2,291,575	1,530,772			1,530,450		2,291,897
210	SCAQMD (VEHICLE REG.)	1,333	5,510			5,000		1,843
211	AB 3229 COPS FUNDING	453	104,520			105,000		(27)
214	GAS TAX 2103 MAINTENANCE	3,619	23,550			25,000		2,169
215	GAS TAX 2105 MAINTENANCE	10,731	29,389			30,000		10,120
216	GAS TAX 2106 CONSTRUCT/MAINT	3,959	19,967			20,000		3,926
217	GAS TAX 2107 MAINTENANCE	4,170	40,205			40,000		4,375
218	GAS TAX 2107.5 ENG./ADMIN	3,567	2,030			2,000		3,597
228	EMERG. UPGRADE SERVICES	2,362,769	3,412,625		156,140	3,885,156		1,734,098
247	AB 939 RECYCLING FUND	322,065	95,000			35,000		382,065
248	SOLID WASTE	211,850	909,000			906,500		214,350
251	STREET LIGHTING DISTRICT 2001	4,244	1,505			1,505		4,244
271	ELDORADO DRIVE LLM D	81,649	23,469			27,744		77,374
272	MONTECITO/STARDUST LLM D	2,320	16,026			14,504		3,842
273	CASA DORADO LLM D	1,706	22,760			22,440		2,026
274	THE COVE LLM D	1,374	18,610			18,360		1,624
275	SH 111/IWGR (ENTRANCE) LLM D	(190,005)	148,312			144,891		(186,585)
276	CLUB/IW LANE LLM D	46,176	15,361			18,258		43,279
277	COLONY LLM D	22,437	53,863			54,162		22,138
278	COLONY COVE ESTATES LLM D	53,869	9,670			10,455		53,084
279	DESERT HORIZONS LLM D	16,456	338,331			334,254		20,533
280	MOUNTAIN GATE LLM D	64,672	34,181			34,884		63,969
281	MOUNTAIN GATE ESTATES LLM D	34,996	11,424			12,393		34,027
282	VILLAGIO LLM D	214,021	95,282			92,871		216,432
283	VAIDYA LLM D	29,514	4,011			3,774		29,751
284	CLUB, SOUTH OF 111 LLM D	9,657	7,342			8,721		8,278
285	MONTELENA LLM D	8,785	61,593			61,965		8,413
286	SUNDANCE LLM D	5,608	44,727			44,194		6,141
287	PROVINCE LLM D	64,377	165,555			163,353		66,579
288	PROVINCE DBAD	435,157	64,050			60,000		439,207
	Special Revenue Funds Total	6,147,761	7,599,877	-	156,140	8,002,834	-	5,588,664
CAPITAL PROJECTS FUNDS								
314	PARK-IN-LIEU FEES	(1,359,677)	35,000			-		(1,324,677)
315	CITYWIDE PUBLIC IMPROVEMENT FEE	139,644	70,020			-	70,000	139,664
316	CAPITAL IMPROVEMENT	(2,392,993)	40,000	70,000		1,685,000		(3,967,993)
319	ART IN PUBLIC PLACES	(247,856)	17,500			-		(230,356)
321	HIGHWAY 111 CIRCULATION IMP FEE	(25,914)	1,000			-		(24,914)
	Capital Projects Funds Total	(3,886,796)	163,520	70,000	-	1,685,000	70,000	(5,408,276)
CAPITAL RESERVE FUNDS								
326	INFRASTRUCTURE CAPITAL RESERVE	8,549,421	1,430,000			-		9,979,421
327	FF&E AND ROLLING STOCK CAPITAL RESERVE	2,354,288	20,000			-		2,374,288
328	GOLF RESORT CAPITAL RESERVE	2,960,904	30,000			-	317,846	2,673,058
329	BUILDING & STRUCTURE CAPITAL RESERVE	3,085,898	30,000			-		3,115,898
330	FACILITIES CAPITAL RESERVE	2,354,354	20,000			-		2,374,354
	Capital Reserve Funds Total	19,304,865	1,530,000	-	-	-	317,846	20,517,019
ENTERPRISE FUNDS								
560	INDIAN WELLS GOLF RESORT	1,418,100	14,307,692	317,846	53,096	14,281,267		1,709,275
561	CLUB DRIVE PROPERTY	75,471	108,607		12,478	22,000		149,600
	Internal Service Funds Total	1,493,571	14,416,299	317,846	65,574	14,303,267	-	1,858,875
INTERNAL SERVICE FUNDS								
601	RETIREMENT BENEFIT FUND	4,399,932	657,250			343,732		4,713,450
602	COMPENSATED ABSENCES RESERVE	556,522	4,000			-		560,522
	Internal Service Funds Total	4,956,454	661,250	-	-	343,732	-	5,273,972
TOTAL ALL FUNDS		55,612,295	41,353,481	387,846	5,524,406	35,232,644	387,846	56,208,726

Revenues

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Projected Revenue	2015/2016 v. 2014/2015 Variance	2016/2017 Projected Revenue	2016/2017 v. 2015/2016 Variance
101 GENERAL FUND						
101.00.00.04111.000 Current Secured Property Tax	2,160,395	2,185,947	2,278,850	4.3%	2,347,215	3.0%
101.00.00.04112.000 Current Unsecured Property Tax	102,329	105,000	109,463	4.3%	112,746	3.0%
101.00.00.04113.000 Prior Year Property Tax	18,044	21,012	21,905	4.2%	22,562	3.0%
101.00.00.04114.000 Supplemental Roll Prop. Tax	20,775	12,500	13,031	4.3%	13,422	3.0%
101.00.00.04121.000 Property Taxes Penalties & Interest	3,566	7,725	8,053	4.3%	8,295	3.0%
101.00.00.04131.000 General Sales Tax	778,628	780,000	810,000	3.8%	834,300	3.0%
101.00.00.04132.000 Transient Occupancy Tax	6,407,454	6,624,803	6,875,000	3.8%	7,100,000	3.3%
101.00.00.04134.000 Sales Tax Comp In Lieu	237,513	240,824	248,049	3.0%	255,490	3.0%
101.00.00.04141.000 Franchises - Electric	295,995	300,000	310,500	3.5%	319,815	3.0%
101.00.00.04142.000 Franchises - Gas	50,793	61,532	63,686	3.5%	65,596	3.0%
101.00.00.04143.000 Franchises - Cable TV.	227,066	230,000	238,050	3.5%	245,192	3.0%
101.00.00.04144.000 Franchises - Waste Collection	313,037	344,793	356,860	3.5%	367,566	3.0%
101.00.00.04151.000 Business License Tax	131,294	70,000	133,920	91.3%	136,598	2.0%
101.00.00.04161.000 Real Property Transfer Tax	217,975	155,000	158,100	2.0%	161,262	2.0%
101.00.00.04171.000 Admissions Tax	2,244,120	2,350,000	2,600,000	10.6%	2,800,000	7.7%
TOTAL TAXES (101)	13,208,983	13,489,136	14,225,467	5.5%	14,790,060	4.0%
101.00.00.04311.000 Construction Permits	344,840	315,000	321,300	2.0%	327,726	2.0%
101.00.00.04312.000 Electrical Permits	18,091	17,723	18,078	2.0%	18,439	2.0%
101.00.00.04313.000 Plumbing Permits	17,177	17,723	18,078	2.0%	18,439	2.0%
101.00.00.04314.000 Mechanical Permits	16,855	18,831	19,208	2.0%	19,592	2.0%
101.00.00.04315.000 Grading Permits	2,599	3,323	3,390	2.0%	3,457	2.0%
101.00.00.04316.000 Encroachment Permits	17,269	8,308	8,474	2.0%	8,643	2.0%
101.00.00.04318.000 Re-Insp./Special Insp. Permit	9,017	11,077	11,299	2.0%	11,525	2.0%
TOTAL LICENSE & PERMIT FEES (101)	425,849	391,985	399,827	2.0%	407,821	2.0%
101.00.00.04410.000 Parking Fines (JDS)	6,349	7,650	7,803	2.0%	7,959	2.0%
101.00.00.04421.000 Other Fines & Forfeitures	40,930	77,250	35,000	-54.7%	40,000	14.3%
101.00.00.04422.000 Abandoned Properties Registration	5,352	-	5,000	100.0%	5,000	0.0%
101.00.00.04423.000 Fines - Short Term Rentals	-	-	10,000	100.0%	10,000	0.0%
TOTAL FINES & FORFEITURES (101)	52,631	84,900	57,803	-31.9%	62,959	8.9%
101.00.00.04511.000 Investment Earnings	116,375	55,000	60,000	9.1%	60,000	0.0%
101.00.00.04523.000 Rental - Other City Property	42,201	72,274	-	-100.0%	-	0.0%
TOTAL USE OF MONEY AND PROPERTY (101)	158,576	127,274	60,000	-52.9%	60,000	0.0%

Revenues

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Projected Revenue	2015/2016 v. 2014/2015 Variance	2016/2017 Projected Revenue	2016/2017 v. 2015/2016 Variance	
101.00.00.04612.000	VLF Comp Fund In Lieu	355,585	367,710	385,000	4.7%	385,000	0.0%
101.00.00.04615.000	Homeowner's Prop. Tax Relief	30,765	34,145	34,827	2.0%	35,524	2.0%
101.00.00.04622.000	State Mandate Reimbursements	346	5,253	7,500	42.8%	7,500	0.0%
101.00.00.04651.000	Other Grants & Reimbursements	-	70,000	70,000	0.0%	70,000	0.0%
TOTAL INTERGOVERNMENTAL REVENUES (101)		386,696	477,108	497,327	4.2%	498,024	0.1%
101.00.00.04711.000	Sales of Maps & Publications	1,875	510	520	2.0%	531	2.1%
101.00.00.04712.000	Reproduction & Postage Fees	98	255	260	2.0%	265	1.9%
101.00.00.04721.000	Abatements Reimbursements	16,321	28,050	28,611	2.0%	29,183	2.0%
101.00.00.04731.000	Subdivision & Parcel Map Fees	-	5,100	5,202	2.0%	5,306	2.0%
101.00.00.04732.000	Engineering Plan Check Fees	23,357	30,000	30,600	2.0%	31,212	2.0%
101.00.00.04733.000	Engineering Inspection Fees	5,352	15,000	15,300	2.0%	15,606	2.0%
101.00.00.04739.000	Miscellaneous Fees	416	5,100	5,202	2.0%	5,306	2.0%
101.00.00.04741.000	Planning Fees	107,193	95,000	96,900	2.0%	98,838	2.0%
101.00.00.04743.000	Zoning Fees	15,778	25,500	26,010	2.0%	26,530	2.0%
101.00.00.04744.000	Subdivision Fees	-	4,845	4,942	2.0%	5,041	2.0%
101.00.00.04745.000	Misc Planning Fees	-	306	312	2.0%	318	1.9%
101.00.00.04746.000	Special Events Fees	10,341	10,000	10,000	0.0%	10,000	0.0%
101.00.00.04751.000	Building Plan Check Fees	233,176	200,000	204,000	2.0%	208,080	2.0%
101.00.00.04771.000	Indirect Costs Charges	15,000	15,300	15,000	-2.0%	15,000	0.0%
TOTAL CURRENT SERVICE CHARGES (101)		428,907	434,966	442,859	1.8%	451,216	1.9%
101.00.00.04834.000	Toscana Development Agreement	76,659	79,992	81,592	2.0%	83,224	2.0%
101.00.00.04863.000	Miscellaneous Revenues	234,984	153,000	156,060	2.0%	159,181	2.0%
101.00.00.04864.000	RPTTF Administrative Fees	236,804	330,000	410,000	24.2%	410,000	0.0%
101.00.00.04865.000	Cash Over/Short	5	50	50	0.0%	50	0.0%
101.00.00.04866.000	Newsletter Advertisements	11,876	-	30,000	100.0%	30,000	0.0%
101.00.00.04867.000	Activities & Event Fees	-	-	30,000	100.0%	30,000	0.0%
TOTAL OTHER REVENUES (101)		560,328	563,042	707,702	25.7%	712,455	0.7%
101.00.00.04999.000	Operating Transfers In	2,250,000	-	-	-	-	-
TOTAL GENERAL FUND		17,471,969	15,568,411	16,390,985	5.3%	16,982,535	3.6%
202 TRAFFIC SAFETY							
202.00.00.04411.000	Vehicle Code Fines	28,038	30,000	25,000	-16.7%	25,000	0.0%
TOTAL FINES & FORFEITURES		28,038	30,000	25,000	-16.7%	25,000	0.0%
202.00.00.04511.000	Investment Earnings	-	1,000	1,000	0.0%	1,000	0.0%
TOTAL TRAFFIC SAFETY		28,038	31,000	26,000	-16.1%	26,000	0.0%

Revenues

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Projected Revenue	2015/2016 v. 2014/2015 Variance	2016/2017 Projected Revenue	2016/2017 v. 2015/2016 Variance
203 PUBLIC SAFETY-1/2 PERCENT SALES TX						
203.00.00.04511.000 Investment Earnings	132	140	140	0.0%	140	0.0%
203.00.00.04617.000 Public Sfty 1/2 Cent Sales Tax	18,085	15,250	20,000	31.1%	20,000	0.0%
TOTAL PUBLIC SAFETY-1/2 PERCENT SALES TX	18,217	15,390	20,140	30.9%	20,140	0.0%
204 MEASURE "A" TRANSPORTATION						
204.00.00.04133.000 Transp.Tax - Streets Measure A	228,502	238,000	240,000	0.8%	245,000	2.1%
204.00.00.04511.000 Investment Earnings	660	25	100	300.0%	100	0.0%
TOTAL MEASURE "A" TRANSPORTATION	229,162	238,025	240,100	0.9%	245,100	2.1%
209 FIRE ACCESS MAINTENANCE DISTRICT						
209.00.00.04111.000 Current Secured Property Tax	286,481	283,250	292,000	3.1%	300,760	3.0%
209.00.00.04112.000 Current Unsecured Property Tax	8,234	8,240	8,500	3.2%	8,755	3.0%
209.00.00.04113.000 Prior Year Taxes	1,339	1,030	1,075	4.4%	1,107	3.0%
209.00.00.04114.000 Supplemental Roll Prop. Tax	1,469	150	150	0.0%	150	0.0%
209.00.00.04121.000 Property Taxes Penalties & Interest	249	500	500	0.0%	500	0.0%
TOTAL TAXES (209)	297,772	293,170	302,225	3.1%	311,272	3.0%
209.00.00.04211.000 Fire Access Maint. Assessments	1,196,865	1,200,000	1,200,000	0.0%	1,200,000	0.0%
TOTAL SPECIAL BENEFIT ASSESSMENTS (209)	1,196,865	1,200,000	1,200,000	0.0%	1,200,000	0.0%
209.00.00.04311.000 Misc. Permits	534	750	750	0.0%	750	0.0%
TOTAL LICENSE & PERMIT FEES (209)	534	750	750	0.0%	750	0.0%
209.00.00.04511.000 Investment Earnings	39,828	15,000	15,000	0.0%	15,000	0.0%
TOTAL USE OF MONEY & PROPERTY (209)	39,828	15,000	15,000	0.0%	15,000	0.0%
209.00.00.04615.000 Homeowner's Prop. Tax Relief	2,510	3,000	3,000	0.0%	3,000	0.0%
209.00.00.04863.000 Misc Revenue	48,293	750	750	0.0%	750	0.0%
TOTAL FIRE ACCESS MAINTENANCE DISTRICT	1,585,802	1,512,670	1,521,725	0.6%	1,530,772	0.6%
210 SCAQMD VEHICLE REGISTRATION						
210.00.00.04511.000 Investment Earnings	17	10	10	0.0%	10	0.0%
210.00.00.04619.000 SCAQMD Vehicle Reg. Fee	6,018	5,500	5,500	0.0%	5,500	0.0%
TOTAL SCAQMD VEHICLE REGISTRATION	6,035	5,510	5,510	0.0%	5,510	0.0%

Revenues

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Projected Revenue	2015/2016 v. 2014/2015 Variance	2016/2017 Projected Revenue	2016/2017 v. 2015/2016 Variance
211 AB 3229 COPS FUNDING						
211.00.00.04511.000 Investment Earnings	97	20	20	0.0%	20	0.0%
211.00.00.04643.000 Public Safety-COPS-AB3229	100,000	100,000	100,000	0.0%	100,000	0.0%
211.00.00.04863.000 Misc. Revenue	-	4,500	4,500	0.0%	4,500	0.0%
TOTAL AB 3229 COPS FUNDING	100,097	104,520	104,520	0.0%	104,520	0.0%
214 GAS TAX, 2103						
214.00.00.04511.000 Investment Earnings	530	250	250	0.0%	250	0.0%
214.00.00.04616.000 Gasoline Tax	71,017	43,000	23,300	-45.8%	23,300	0.0%
TOTAL GAS TAX, 2103	71,547	43,250	23,550	-45.5%	23,550	0.0%
215 GAS TAX, 2105						
215.00.00.04616.000 Gasoline Tax	34,669	26,400	29,389	11.3%	29,389	0.0%
TOTAL GAS TAX, 2105	34,669	26,400	29,389	11.3%	29,389	0.0%
216 GAS TAX, 2106						
216.00.00.04511.000 Investment Earnings	(1)	15	15	0.0%	15	0.0%
216.00.00.04616.000 Gasoline Tax	21,141	20,820	19,952	-4.2%	19,952	0.0%
TOTAL GAS TAX, 2106	21,140	20,835	19,967	-4.2%	19,967	0.0%
217 GAS TAX, 2107						
217.00.00.04511.000 Investment Earnings	(2)	25	25	0.0%	25	0.0%
217.00.00.04616.000 Gasoline Tax	37,087	36,000	40,180	11.6%	40,180	0.0%
TOTAL GAS TAX, 2107	37,085	36,025	40,205	11.6%	40,205	0.0%
218 GAS TAX, ENGIN/ADMIN						
218.00.00.04511.000 Investment Earnings	34	30	30	0.0%	30	0.0%
218.00.00.04616.000 Gasoline Tax	2,000	2,000	2,000	0.0%	2,000	0.0%
TOTAL GAS TAX, ENGIN/ADMIN	2,034	2,030	2,030	0.0%	2,030	0.0%
228 FIRE PROTECTION SERVICES						
228.00.00.04162.000 County Fire Tax Credit	2,524,298	2,394,824	2,692,279	12.4%	2,746,125	2.0%
228.00.00.04213.000 Emergency Svcs. Upgrade Assmnt	594,816	600,000	600,000	0.0%	600,000	0.0%
228.00.00.04511.000 Investment Earnings	57,900	66,000	66,000	0.0%	66,000	0.0%
228.00.00.04863.000 Misc. Revenue	234	500	500	0.0%	500	0.0%
TOTAL FIRE PROTECTION SERVICES	3,177,248	3,061,324	3,358,779	9.7%	3,412,625	1.6%

Revenues

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Projected Revenue	2015/2016 v. 2014/2015 Variance	2016/2017 Projected Revenue	2016/2017 v. 2015/2016 Variance
247 AB939 RECYCLING						
247.00.00.04214.087 Solid Waste Funds-AB939 Comm	93,151	80,000	90,000	12.5%	90,000	0.0%
247.00.00.04863.000 Misc. Revenue	-	5,000	5,000	0.0%	5,000	0.0%
TOTAL AB939 RECYCLING	93,151	85,000	95,000	11.8%	95,000	0.0%
248 SOLID WASTE						
248.00.00.04214.000 Solid Waste Assessments	870,359	905,000	905,000	0.0%	905,000	0.0%
248.00.00.04511.000 Investment Earnings	7,879	4,000	4,000	0.0%	4,000	0.0%
TOTAL SOLID WASTE	878,238	909,000	909,000	0.0%	909,000	0.0%
251 STREET LIGHTING ASSESSMENT DISTRICT						
251.00.00.04215.000 Street Lighting Assessments	1,360	1,480	1,480	0.0%	1,480	0.0%
251.00.00.04511.000 Investment Earnings	72	25	25	0.0%	25	0.0%
TOTAL STREET LIGHTING ASSESSMENT DISTRICT	1,432	1,505	1,505	0.0%	1,505	0.0%
271 ELDORADO DRIVE LLMD						
271.00.00.04212.000 Landscape and Lighting Assessments	20,375	21,500	22,300	3.7%	22,969	3.0%
271.00.00.04511.000 Investment Earnings	1,502	500	500	0.0%	500	0.0%
TOTAL LANDSCAPE & LIGHTING DISTRICT	21,877	22,000	22,800	3.6%	23,469	2.9%
272 MONTECITO / STARDUST LLMD						
272.00.00.04212.000 Landscape and Lighting Assessments	12,685	13,600	14,220	4.6%	15,926	12.0%
272.00.00.04511.000 Investment Earnings	48	100	100	0.0%	100	0.0%
TOTAL LANDSCAPE & LIGHTING DISTRICT	12,733	13,700	14,320	4.5%	16,026	11.9%
273 CASA DORADO LLMD						
273.00.00.04212.000 Landscape and Lighting Assessments	18,651	19,285	19,870	3.0%	20,466	3.0%
273.00.00.04511.000 Investment Earnings	51	100	100	0.0%	100	0.0%
273.00.00.04823.000 City Contribution	1,993	2,065	2,130	3.1%	2,194	3.0%
TOTAL LANDSCAPE & LIGHTING DISTRICT	20,695	21,450	22,100	3.0%	22,760	3.0%

Revenues

Account Number		2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Projected Revenue	2015/2016 v. 2014/2015 Variance	2016/2017 Projected Revenue	2016/2017 v. 2015/2016 Variance
274	THE COVE LLMD						
274.00.00.04212.000	Landscape and Lighting Assessments	14,700	15,700	16,240	3.4%	16,727	3.0%
274.00.00.04511.000	Investment Earnings	46	70	70	0.0%	70	0.0%
274.00.00.04823.000	City Contribution	1,645	1,700	1,760	3.5%	1,813	3.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	16,391	17,470	18,070	3.4%	18,610	3.0%
275	SH 111 / IWGR LLMD						
275.00.00.04212.000	Landscape and Lighting Assessments	71,308	125,300	127,945	2.1%	131,783	3.0%
275.00.00.04511.000	Investment Earnings	5,214	5,000	2,000	-60.0%	2,000	0.0%
275.00.00.04823.000	City Contribution	14,595	14,600	14,105	-3.4%	14,528	3.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	91,117	144,900	144,050	-0.6%	148,312	3.0%
276	CLUB / IW LANE LLMD						
276.00.00.04212.000	Landscape and Lighting Assessments	11,837	12,351	12,745	3.2%	13,127	3.0%
276.00.00.04511.000	Investment Earnings	910	1,000	400	-60.0%	400	0.0%
276.00.00.04823.000	City Contribution	1,648	1,750	1,780	1.7%	1,833	3.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	14,395	15,101	14,925	-1.2%	15,361	2.9%
277	COLONY LLMD						
277.00.00.04212.000	Landscape and Lighting Assessments	22,275	23,100	46,825	102.7%	48,230	3.0%
277.00.00.04511.000	Investment Earnings	573	1,000	200	-80.0%	200	0.0%
277.00.00.04823.000	City Contribution	3,785	3,500	5,275	50.7%	5,433	3.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	26,633	27,600	52,300	89.5%	53,863	3.0%
278	COLONY COVE ESTATES LLMD						
278.00.00.04212.000	Landscape and Lighting Assessments	7,304	7,675	7,985	4.0%	8,225	3.0%
278.00.00.04511.000	Investment Earnings	977	600	400	-33.3%	400	0.0%
278.00.00.04823.000	City Contribution	900	1,000	1,015	1.5%	1,045	3.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	9,181	9,275	9,400	1.3%	9,670	2.9%
279	DESERT HORIZONS LLMD						
279.00.00.04212.000	Landscape and Lighting Assessments	347,728	287,286	295,200	2.8%	304,056	3.0%
279.00.00.04511.000	Investment Earnings	711	800	800	0.0%	800	0.0%
279.00.00.04823.000	City Contribution	38,419	31,622	32,500	2.8%	33,475	3.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	386,858	319,708	328,500	2.8%	338,331	3.0%

Revenues

Account Number		2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Projected Revenue	2015/2016 v. 2014/2015 Variance	2016/2017 Projected Revenue	2016/2017 v. 2015/2016 Variance
280	MOUNTAIN GATE LLMD						
280.00.00.04212.000	Landscape and Lighting Assessments	30,090	31,800	32,700	2.8%	33,681	3.0%
280.00.00.04511.000	Investment Earnings	1,311	1,400	500	-64.3%	500	0.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	31,401	33,200	33,200	0.0%	34,181	3.0%
281	MOUNTAIN GATE ESTATES LLMD						
281.00.00.04212.000	Landscape and Lighting Assessments	8,470	9,290	9,595	3.3%	9,883	3.0%
281.00.00.04511.000	Investment Earnings	637	500	300	-40.0%	300	0.0%
281.00.00.04823.000	City Contribution	1,127	1,160	1,205	3.9%	1,241	3.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	10,234	10,950	11,100	1.4%	11,424	2.9%
282	VILLAGO LLMD						
282.00.00.04212.000	Landscape and Lighting Assessments	87,537	90,550	91,050	0.6%	93,782	3.0%
282.00.00.04511.000	Investment Earnings	3,637	500	1,500	200.0%	1,500	0.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	91,174	91,050	92,550	1.6%	95,282	3.0%
283	VAIDYA LLMD						
283.00.00.04212.000	Landscape and Lighting Assessments	3,399	3,615	3,700	2.4%	3,811	3.0%
283.00.00.04511.000	Investment Earnings	540	500	200	-60.0%	200	0.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	3,939	4,115	3,900	-5.2%	4,011	2.8%
284	CLUB SOUTH OF 111 LLMD						
284.00.00.04212.000	Landscape and Lighting Assessments	6,424	6,750	7,050	4.4%	7,262	3.0%
284.00.00.04511.000	Investment Earnings	181	150	80	-46.7%	80	0.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	6,605	6,900	7,130	3.3%	7,342	3.0%
285	MONTELENA LLMD						
285.00.00.04212.000	Landscape and Lighting Assessments	54,352	56,900	59,750	5.0%	61,543	3.0%
285.00.00.04511.000	Investment Earnings	235	500	50	-90.0%	50	0.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	54,587	57,400	59,800	4.2%	61,593	3.0%
286	SUNDANCE LLMD						
286.00.00.04212.000	Landscape and Lighting Assessments	41,524	42,530	43,327	1.9%	44,627	3.0%
286.00.00.04511.000	Investment Earnings	102	50	100	100.0%	100	0.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	41,626	42,580	43,427	2.0%	44,727	3.0%

Revenues

Account Number		2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Projected Revenue	2015/2016 v. 2014/2015 Variance	2016/2017 Projected Revenue	2016/2017 v. 2015/2016 Variance
287	PROVINCE LLMD						
287.00.00.04212.000	Landscape and Lighting Assessments	161,170	160,150	160,150	0.0%	164,955	3.0%
287.00.00.04511.000	Investment Earnings	989	300	600	100.0%	600	0.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	162,159	160,450	160,750	0.2%	165,555	3.0%
288	PROVINCE DBAD						
288.00.00.04212.000	Landscape and Lighting Assessments	60,878	62,882	61,050	-2.9%	61,050	0.0%
288.00.00.04511.000	Investment Earnings	7,314	2,750	3,000	9.1%	3,000	0.0%
TOTAL	LANDSCAPE & LIGHTING DISTRICT	68,192	65,632	64,050	-2.4%	64,050	0.0%
314	PARK FACILITIES IN LIEU						
314.00.00.04511.000	Investment Earnings	16	-	-		-	
314.00.00.04831.000	Development Fees	36,272	34,170	35,000	2.4%	35,000	0.0%
TOTAL	PARK FACILITIES IN LIEU	36,288	34,170	35,000	2.4%	35,000	0.0%
315	CITYWIDE PUBLIC IMPROVEMENT						
315.00.00.04511.000	Investment Earnings	923	20	20	0.0%	20	0.0%
315.00.00.04831.000	Citywide Public Imp Fee	72,181	66,500	70,000	5.3%	70,000	0.0%
TOTAL	CITYWIDE PUBLIC IMPROVEMENT	73,104	66,520	70,020	5.3%	70,020	0.0%
316	CAPITAL IMPROVEMENTS						
316.00.00.04511.000	Investment Earnings	64,940	30,000	30,000	0.0%	30,000	0.0%
316.00.00.04651.000	Other Grants & Reimb.	2,244,028	-	-		-	
316.00.00.04863.000	Misc Revenue	448	20,000	10,000	-50.0%	10,000	0.0%
316.00.00.04999.000	Operating Transfers In	-	-	70,000	100.0%	70,000	0.0%
TOTAL	CAPITAL IMPROVEMENTS	2,309,416	50,000	110,000	120.0%	110,000	0.0%
319	ART IN PUBLIC PLACES						
319.00.00.04511.000	Investment Earnings	7,128	5,500	2,500	-54.5%	2,500	0.0%
319.00.00.04831.000	Developer Contrib - Public Art	16,398	15,000	15,000	0.0%	15,000	0.0%
TOTAL	ART IN PUBLIC PLACES	23,526	20,500	17,500	-14.6%	17,500	0.0%

Revenues

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Projected Revenue	2015/2016 v. 2014/2015 Variance	2016/2017 Projected Revenue	2016/2017 v. 2015/2016 Variance
321 HWY 111 CIRCULATION IMP FEE						
321.00.00.04831.000 Hwy 111 Circulation Imp Fee	-	5,000	1,000	-80.0%	1,000	0.0%
TOTAL HWY 111 CIRCULATION IMP FEE	-	5,000	1,000	-80.0%	1,000	0.0%
326 INFRASTRUCTURE CAPITAL RESERVE						
326.00.00.04511.000 Investment Earnings	127,191	80,000	80,000	0.0%	80,000	0.0%
326.00.00.04822.000 Tennis Naming Rights Repayment	-	-	250,000	0.0%	250,000	0.0%
326.00.00.04823.000 City Contribution	-	-	1,100,000	0.0%	1,100,000	0.0%
TOTAL INFRASTRUCTURE CAPITAL RESERVE	127,191	80,000	1,430,000	1687.5%	1,430,000	0.0%
327 FF&E AND ROLLING STOCK CAPITAL RESERVE						
327.00.00.04511.000 Investment Earnings	41,634	30,000	20,000	-33.3%	20,000	0.0%
TOTAL FF&E AND ROLLING STOCK CAPITAL RESERVE	41,634	30,000	20,000	-33.3%	20,000	0.0%
328 GOLF RESORT CAPITAL RESERVE						
328.00.00.04511.000 Investment Earnings	72,133	50,000	30,000	-40.0%	30,000	0.0%
TOTAL GOLF RESORT CAPITAL RESERVE	72,133	50,000	30,000	-40.0%	30,000	0.0%
329 BUILDING & STRUCTURES CAPITAL RESERVE						
329.00.00.04511.000 Investment Earnings	42,989	30,000	30,000	0.0%	30,000	0.0%
329.00.00.04822.000 Tennis Naming Rights Repayment	250,000	250,000	-	-	-	-
329.00.00.04823.000 City Capital Contribution	500,000	500,000	-	-	-	-
TOTAL BUILDING & STRUCTURES CAPITAL RESERVE	792,989	780,000	30,000	-96.2%	30,000	0.0%
330 FACILITIES CAPITAL RESERVE						
330.00.00.04511.000 Investment Earnings	41,670	30,000	20,000	-33.3%	20,000	0.0%
TOTAL FACILITIES CAPITAL RESERVE	41,670	30,000	20,000	-33.3%	20,000	0.0%
560 INDIAN WELLS GOLF RESORT						
560.00.00.04320.000 Resident Activities at IWGR	18,754	12,731	-	-100.0%	-	-
560.00.00.04511.000 Investment Earnings	21,801	5,000	5,000	0.0%	5,000	0.0%
560.00.00.04550.000 Operations	12,429,070	13,873,041	13,886,109	0.1%	14,302,692	3.0%
560.00.00.04999.000 Operating Transfers In	-	-	1,112,654	100.0%	317,846	0.0%
TOTAL INDIAN WELLS GOLF RESORT	12,469,625	13,890,772	15,003,763	8.0%	14,625,538	-2.5%

Revenues

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Projected Revenue	2015/2016 v. 2014/2015 Variance	2016/2017 Projected Revenue	2016/2017 v. 2015/2016 Variance
561 CLUB DRIVE PROPERTY						
561.00.00.04511.000 Investment Earnings	-	-	500	100.0%	500	0.0%
561.00.00.04523.000 Rental Income	-	-	108,107	100.0%	108,107	0.0%
TOTAL CLUB DRIVE PROPERTY	-	-	108,607	100.0%	108,607	0.0%
601 RETIREMENT BENEFIT						
601.00.00.04511.000 Investment Earnings	11,484	5,000	12,000	140.0%	12,000	0.0%
601.00.00.04822.000 City Contribution	1,228,000	610,000	629,300	3.2%	645,250	2.5%
601.00.00.04863.000 Misc. Revenue	-	20,000	-	-100.0%	-	-
601.00.00.04999.000 Operating Transfers In	76,000	-	-	-	-	-
TOTAL RETIREMENT BENEFIT	1,315,484	635,000	641,300	1.0%	657,250	2.5%
602 COMPENSATED ABSENCES RESERVE						
602.00.00.04511.000 Investment Earnings	9,847	7,500	4,000	-46.7%	4,000	0.0%
TOTAL COMPENSATED ABSENCES RESERVE	9,847	7,500	4,000	-46.7%	4,000	0.0%
603 SELF INSURANCE RESERVE						
603.00.00.04511.000 Investment Earnings	1,112	1,000	-	-	-	-
603.00.00.04822.000 City Contribution	40,000	40,000	-	-	-	-
TOTAL SELF INSURANCE RESERVE	41,112	41,000	-	-100.0%	-	-
760 ADVERTISING & MARKETING COMMITTEE						
760.00.00.04511.000 Investment Earnings	4,102	3,000	-	-	-	-
760.00.00.04822.000 City Contribution	396,524	408,420	-	-	-	-
760.00.00.04863.000 Miscellaneous Revenue	2,462	-	-	-	-	-
TOTAL ADVERTISING & MARKETING COMMITTEE	403,088	411,420	-	-100.0%	-	-
TOTAL REVENUES	42,582,769	38,856,258	41,411,967	6.6%	41,741,327	0.8%

City Council Program

The City Council consists of five Council Members elected at-large to serve four-year terms. Consistent with the City Charter, the Mayor and Mayor Pro Tem are appointed by the Council for one-year terms. The Mayor presides at all meetings of the City Council representing the City in all official matters.

The City Council is the legislative authority that creates the policies and ordinances under which the City operates. The City Council acts on all legislative matters of the City, considering, approving or adopting all ordinances, resolutions, contracts and matters requiring policy decisions. Additionally, members of the City Council serve on numerous boards and committees such as the Coachella Valley Association of Governments, the Greater Palm Springs Convention and Visitors Bureau, the Riverside County Transportation Commission, as well as many others ensuring the City of Indian Wells and its surrounding communities maintain a tremendous quality of life and high standards.

The Council appoints the City Manager, City Attorney and various other commissions, boards and citizen advisory committees, all of which ensure broad-based input into the affairs of the City. The City Council participates in an annual strategic planning program to set and monitor City goals. The two-year budget implements the City Council goals.

Strategic Long Term Goals

CG#1 - Create a Financial Strategy

CG#2 - Encourage and Expand Economic Development Opportunities

CG#3 - Create a Flood Mitigation Plan with Community Partners

CG#4 - Beautify the Highway 111 Corridor

CG#5 – Create a City Communications Plan

City Council

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
City Council Program							
101.11.01.05120.000 Council Compensation (5.0 FTE)	69,000	71,994		70,946	-1.5%	71,939	1.4%
101.11.01.05210.000 Retirement - Employee	2,696	753		987	31.1%	1,001	1.4%
101.11.01.05211.000 Retirement - Employer	6,462	5,760		2,674	-53.6%	2,799	4.7%
101.11.01.05220.000 FICA & Medicare	5,279	5,508		5,427	-1.5%	5,503	1.4%
101.11.01.05230.000 Group Insurance	13,403	11,488		-	-100.0%	-	
Total Salary and Benefits	96,840	95,503		80,034	-16.2%	81,242	1.5%
101.11.01.05530.000 Postage	-	500		-	-100.0%	-	
101.11.01.05540.000 Printing	-	515		-	-100.0%	-	
101.11.01.05550.000 Official Meetings/Conferences	15,421	39,950		40,880	2.3%	42,080	2.9%
League of CA Cities-Annual Conference (5)			12,500				
League of CA Cities-Mayors/Council Members Executive Forum (4)			6,000				
City Council Meeting Expenses			6,000				
League of CA Cities-Policy Committee (4)			4,000				
League of CA Cities-Legislative Action Days (3)			3,000				
Meetings & Conferences			3,000				
League of CA Cities-New Mayor/Council Member (2)			2,400				
CA Contract Cities Annual Mtg (3)			1,800				
League of CA Cities-Riverside County Division (12)			1,280				
Southern CA Association of Govt (SCAG) (3)			900				
101.11.01.05551.000 Community Presentations	3,030	3,000		1,500	-50.0%	1,500	0.0%
101.11.01.05590.000 Miscellenous Charges	-	-		76,150	100.0%	73,950	-2.9%
City Council Strategic Planning			27,000				
Study Sessions (6)			21,400				
Committee/Commissioner Annual Event			10,250				
State of the City			6,000				
City Council Recognition & Outreach			5,000				
Mayor Acknowledgement Dinner			2,500				
Senior Inspiration Awards (2 tables)			2,500				
Cove Commission Annual Luncheon			1,200				
Swearing in Ceremony			300				
101.11.01.05610.000 Office Expense	3,284	7,426		5,000	-32.7%	5,000	0.0%
TOTAL GENERAL FUND	118,575	146,894		203,564	38.6%	203,772	0.1%
Total City Council Program	118,575	146,894		203,564	38.6%	203,772	0.1%

City Manager Program

Mission Statement: Support the City Council; develop leadership in the organization, and provide legendary service to the community; be accountable, strategic, compassionate and connected.

The City Manager works directly for the City Council and is responsible for carrying out the policies and goals formulated by the City Council. The City Manager is the chief executive officer of the City and is responsible for planning, organizing and directing all municipal activities. The City Manager, in concert with department managers, works to develop all personnel; continually evaluates the organizational structure of the City; implements programs to improve the community; and directs employee relations and personnel management. The City Manager makes recommendations to the City Council on program alternatives and implements programs adopted by the Council. The City Manager is responsible for implementing the goals and programs adopted by the City Council.

The City Manager oversees the following programs:

- City Clerk
- Legal Services
- Personnel
- Public Safety

Action Items

Council Goal #1 – Create a Financial Strategy

1. Prepare a comprehensive long-term expenditure analysis
2. Prepare a comprehensive long-term revenue analysis
3. Describe funding gaps
4. Build strategies for funding gaps

City Manager Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
City Manager Program							
101.21.01.05110.000	Regular Employees (3.30 FTE)	355,933	257,507	321,737	24.9%	328,068	2.0%
101.21.01.05210.000	Retirement - Employee	25,821	20,601	25,739	24.9%	26,245	2.0%
101.21.01.05211.000	Retirement - Employer	54,858	44,749	67,697	51.3%	71,302	5.3%
101.21.01.05220.000	FICA & Medicare	27,611	16,295	21,128	29.7%	21,454	1.5%
101.21.01.05230.000	Group Insurance	57,924	41,955	55,073	31.3%	58,891	6.9%
101.21.01.05240.000	Benefit Unfunded Liability	-	-	71,610	100.0%	73,425	2.5%
101.21.01.05251.000	Retirement 401A	8,218	19,938	21,543	8.0%	21,702	0.7%
101.21.01.05260.000	Vehicle Allowance	6,023	4,404	4,404	0.0%	4,404	0.0%
101.21.01.05261.000	Employee FICA Benefit	20,792	12,561	16,463	31.1%	16,697	1.4%
Total Salary and Benefits		557,180	418,010	605,394	44.8%	622,188	2.8%
101.21.01.05310.000	Professional Services Joe A Gonsalves & Son Lobbyist Services Other Professional Services	38,376	50,000	50,000	0.0%	50,000	0.0%
			36,000				
			14,000				
101.21.01.05330.000	Other Contracted Services Temp Services 3 Months	9,033	-	9,600	100.0%	-	-100.0%
			9,600				
101.21.01.05530.000	Postage	66	200	200	0.0%	200	0.0%
101.21.01.05550.000	Meetings/Conferences ICMA - Annual Conference League of CA Cities - Annual Conference CA City Mgmt Foundation - Board Meetings (4) League of CA Cities - Mayors/Council Executive Forum IAAP Conference (1) League of CA Cities - City Manager (2) League of CA Cities -Legislative Action Days CA Contract Cities Assoc Annual Conference CA City Mgmt Foundation - New/Future Workshop Southern California Association of Govt (SCAG) League of CA Cities - Riverside County Division Miscellaneous	11,838	18,525	19,125	3.2%	23,125	20.9%
			3,100				
			2,500				
			1,800				
			1,500				
			1,500				
			1,200				
			1,000				
			525				
			500				
			300				
			240				
			4,960				
101.21.01.05560.000	Training Educational Reimbursements Miscellaneous Training IAAP Webinars	570	3,090	3,900	26.2%	3,900	0.0%
			2,400				
			1,000				
			500				
101.21.01.05570.000	Membership & Dues ICMA (2) CCMF (2) Indian Wells Rotary IAAP (1)	35,223	37,690	3,350	-91.1%	3,700	10.4%
			1,675				
			1,300				
			225				
			150				
101.21.01.05590.000	Miscellaneous Charges Executive Mgmt Strategic Planning CM Office Strategic Planning Miscellaneous	25,039	60,000	7,250	-87.9%	7,468	3.0%
			2,750				
			500				
			4,000				
101.21.01.05610.000	Office Expense	11,815	3,395	4,000	17.8%	4,000	0.0%
101.21.01.05620.000	Reference Materials Desert Sun Other Training Books	67	400	540	35.0%	540	0.0%
			240				
			300				
TOTAL GENERAL FUND		689,207	591,310	703,359	18.9%	715,121	1.7%
Total	City Manager Program	689,207	591,310	703,359	18.9%	715,121	1.7%

City Clerk Program

The City Clerk provides a variety of professional and administrative duties supporting the City Council, Housing Authority (the "Authority") and the Successor Agency to the Indian Wells Redevelopment Agency in accordance with the Public Records Act, Political Reform Act, Brown Act, and Elections Code. The City Clerk's Office is responsible for maintaining the City Municipal Code; legal noticing; administering municipal elections; and serving as the filing officer for campaign statements, Statements of Economic Interests and other Fair Political Practices Commission (FPPC) required disclosures.

Other duties include responding to public records information requests, managing City-wide records program, and administering the annual resident member appointments to various committees.

City Manager Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
City Clerk Program							
101.27.01.05110.000	Regular Employees (1.18 FTE)	188,029	179,459	119,839	-33.2%	122,199	2.0%
101.27.01.05210.000	Retirement - Employee	12,386	14,357	9,587	-33.2%	9,776	2.0%
101.27.01.05211.000	Retirement - Employer	26,407	30,607	24,678	-19.4%	25,999	5.4%
101.27.01.05220.000	FICA	15,330	13,729	9,168	-33.2%	9,348	2.0%
101.27.01.05230.000	Group Insurance	17,891	17,779	12,065	-32.1%	12,902	6.9%
101.27.01.05240.000	Benefit Unfunded Liability	-	-	25,606	100.0%	26,255	2.5%
101.27.01.05251.000	Retirement 401A	4,632	4,486	2,996	-33.2%	3,055	2.0%
101.27.01.05260.000	Vehicle & Cell Allowance	-	-	1,117	100.0%	1,117	0.0%
101.27.01.05261.000	Employee FICA Benefit	11,699	11,126	7,430	-33.2%	7,576	2.0%
Total Salary and Benefits		276,374	271,543	212,486	-21.7%	218,227	2.7%
101.27.01.05310.000	Professional Services Agenda & Video Annual Maintenance	-	-	13,900	100.0%	20,050	44.2%
101.27.01.05330.000	Other Contracted Services Temp Services for Records/Receptionist Codification Records Destruction	10,746	15,965	21,650	35.6%	20,050	-7.4%
			13,900 7,000 750				
101.27.01.05510.000	Legal Publications & Recording	4,428	8,240	8,000	-2.9%	8,000	0.0%
101.27.01.05530.000	Postage & Delivery	-	100	100	0.0%	100	0.0%
101.27.01.05550.000	Meetings and Conferences CA Clerk Association (3) Misc Meetings	620	1,000	5,300	430.0%	8,100	52.8%
			3,000 2,300				
101.27.01.05560.000	Training Certification Training (2)	674	2,000	2,000	0.0%	2,000	0.0%
			2,000				
101.27.01.05570.000	Membership & Dues CA Clerk Association (5) IIMC (4) Nagara (1) Arma (1) Notary (2)	794	1,591	1,545	-2.9%	1,591	3.0%
			500 400 225 220 200				
101.27.01.05591.000	Elections	416	10,000	10,000	0.0%	10,000	0.0%
101.27.01.05610.000	Office Expense	969	3,000	3,000	0.0%	3,000	0.0%
TOTAL GENERAL FUND		295,021	313,439	277,981	-11.3%	291,118	4.7%
Total City Clerk Program		295,021	313,439	277,981	-11.3%	291,118	4.7%

Legal Services Program

Legal services are provided through a contract with Best Best & Krieger. Stephen Deitsch is the lead attorney responsible for Indian Wells. Best Best & Krieger is a full service law firm with a team of highly qualified attorneys with specialized knowledge and expertise, covering a broad range of governmental affairs and legal issues.

The City Attorney advises the City Council, the City Manager, City department heads and City staff, the successor to the Redevelopment Agency (RDA), the Planning Commission, and the Fire Access Maintenance District (FAMD) on a variety of legal matters including the legal implications of any action, inaction, or decision. The City Attorney provides advice concerning the Brown Act and Political Reform Act; provides land use, zoning and environmental compliance advice; prepares, reviews and examines contracts, litigation briefs, dispute resolutions, change orders and other legal documents.

The City Attorney assists in legislative development for the City including research, review and preparation of proposed ordinances, resolutions, policies, and other legislation. The Contract City Attorney studies, interprets and applies case law and legislation to recommend changes to the Municipal Code or the Policies and Procedures Manual to meet legal requirements; and ensures that the City Council and City Manager are informed on legal matters affecting the City.

The City Attorney works within a fixed retainer for general legal service in support of the City and the Successor Agency to the Redevelopment Agency. Separately the City Attorney has agreements to provide service to the Housing Authority and FAMD on an hourly basis. Legal Services for Code Enforcement are included in the Community Development-Code Enforcement Program. Legal Services for personnel are included in the City Manager-Personnel Program.

To the extent possible, the City seeks to recoup legal fees and other costs regarding code enforcement abatements and other types of litigation when the City prevails in the litigation. The Court typically awards the City reimbursement in code enforcement cases, and does so in other litigation where statutes permit it.

City Manager Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Legal Services Program							
101.31.01.05110.000	Regular Employees (0.09 FTE)	23,029	4,255	7,879	85.2%	8,033	2.0%
101.31.01.05210.000	Retirement - Employee	1,551	340	630	85.3%	643	2.1%
101.31.01.05211.000	Retirement - Employer	3,315	713	1,582	121.9%	1,667	5.4%
101.31.01.05220.000	FICA	1,887	325	603	85.5%	615	2.0%
101.31.01.05230.000	Group Insurance	2,185	430	855	98.8%	914	6.9%
101.31.01.05240.000	Benefit Unfunded Liability	-	-	1,953	100.0%	2,003	2.6%
101.31.01.05251.000	Retirement 401A	566	106	197	85.8%	201	2.0%
101.31.01.05261.000	Employee FICA Benefit	1,440	264	488	84.8%	498	2.0%
Total Salary and Benefits		33,973	6,433	14,187	120.5%	14,574	2.7%
101.31.01.05310.000	Professional Services Attorney Services (General Retainer)	418,485	419,940	247,332	-41.1%	254,752	3.0%
101.31.01.05620.000	Reference Materials	1,519	1,500	1,500	0.0%	1,500	0.0%
TOTAL GENERAL FUND		453,977	427,873	263,019	-38.5%	270,826	3.0%
Total	Legal Services Program	453,977	427,873	263,019	-38.5%	270,826	3.0%

Personnel Program

The Personnel Program manages the human resource functions for the City. Personnel Program is an administrative service function aimed at three components:

1. Administer Total Compensation Package; this includes salary and benefits administration through oversight of CalPERS defined benefit retirement program, CalPERS employee health plans, dental and vision plans, life insurance package, long and short-term disability plans, and an Employee Assistance Program aimed at providing counseling and treatment if needed.
2. Compliance; this includes ensuring the City stays up to date with ever changing state and federal labor laws, reviewing and maintaining accurate employment records, and compliance with occupational safety regulations.
3. Employee Engagement; this includes providing career and staff development through training, career opportunity development, employee recognition, performance evaluation, and improvement in City operations through wellness.

From time to time, the Personnel Program also oversees recruitment and selection of new hires, the onboarding process, disciplinary matters where necessary, and employee separation.

City Manager Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Personnel Program							
101.25.01.05110.000 Regular Employees (0.45 FTE)	22,669	45,169		46,095	2.1%	47,002	2.0%
101.25.01.05120.000 Part Time Employees	-	-		11,150	100.0%	11,150	0.0%
101.25.01.05210.000 Retirement - Employee	1,448	3,614		3,688	2.0%	3,760	2.0%
101.25.01.05211.000 Retirement - Employer	3,059	7,809		9,778	25.2%	10,299	5.3%
101.25.01.05220.000 FICA	1,228	3,455		4,379	26.7%	4,449	1.6%
101.25.01.05230.000 Group Insurance	2,469	10,882		7,829	-28.1%	8,372	6.9%
101.25.01.05240.000 Benefit Unfunded Liability	-	-		9,765	100.0%	10,013	2.5%
101.25.01.05251.000 Retirement 401A	562	1,129		1,152	2.0%	1,175	2.0%
101.25.01.05260.000 Vehicle Allowance	240	513		513	0.0%	513	0.0%
101.25.01.05261.000 Employee FICA Benefit	833	2,800		2,858	2.1%	2,914	2.0%
Total Salary and Benefits	32,508	75,371		97,207	29.0%	99,647	2.5%
101.25.01.05310.000 Professional Services	12,579	21,500		119,500	455.8%	93,000	-22.2%
Legal Services			65,000				
Compensation & Classification Study			45,000				
Personnel Consulting Services			5,000				
Employee Assistance Program			3,000				
Backgrounds,physicals,flu shots			1,500				
101.25.01.05510.000 Advertising & Promotions	5,706	3,500		3,000	-14.3%	3,500	16.7%
101.25.01.05550.000 Meetings/Conferences	-	5,000		7,000	40.0%	7,000	0.0%
CalPELRA Conference			2,000				
Alliance for Innovation			1,500				
Liebert Cassidy Whitmore Conference			900				
CalPERS Education Forum			900				
Miscellaneous Meeting			900				
Municipal Mgmt Assoc of So Cal (MMASC)			800				
101.25.01.05560.000 Training	8,403	13,500		22,250	64.8%	22,250	0.0%
Employee Empowerment			9,500				
Liebert, Cassidy & Frierson Workplace Training			6,000				
Citywide Staff Training			5,000				
CalPERS Training			1,750				
101.25.01.05570.000 Membership & Dues	-	1,000		425	-57.5%	1,425	235.3%
CalPELRA			350				
Municipal Mgmt Assoc of So Cal (MMASC)			75				
101.25.01.05590.000 Miscellaneous	-	-		13,500	100.0%	14,200	5.2%
Employee Appreciation Dinner & Awards			9,000				
Birthday Event (12)			2,200				
Employee Luncheons/BBQ (4)			1,000				
City Manager Round Table (4)			500				
Accomplishment Recognition (3)			500				
New Fiscal Year Luncheon			300				
101.25.01.05610.000 Office Expense	933	1,000		500	-50.0%	500	0.0%
TOTAL GENERAL FUND	60,129	120,871		263,382	117.9%	241,522	-8.3%
Total Personnel Program	60,129	120,871		263,382	117.9%	241,522	-8.3%

Marketing Program

Mission Statement: To deliver on our City's mission statement by using best practices, effective communications, and cutting-edge marketing strategies while continuing to enhance our City's brand experience, and generate successful citizen engagements through all communication channels.

The Marketing and Community Relations Department is responsible to build the City's brand in concert with the other City operating departments and the Resort Partners. It is the City's mission to create and sustain an unsurpassed quality of life for residents and guests being a prestigious community and international resort destination. This department is responsible Public Information, the City's Marketing Strategy and building the Indian Wells Brand.

Marketing oversees the following programs:

- Community Assistance
- Community Information
- Partner Marketing
- Resident Amenities

Action Items

Council Goal #5 - Create a City Communications Plan

1. Create a Communication Plan
2. Enhance and Update Website

Marketing & Community Relations Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Marketing Program							
101.27.05.05110.000 Regular Employees (1.97 FTE)	228,973	229,175		236,870	3.4%	241,545	2.0%
101.27.05.05210.000 Retirement - Employee	17,543	18,334		18,950	3.4%	19,324	2.0%
101.27.05.05211.000 Retirement - Employer	37,259	39,748		48,807	22.8%	51,419	5.4%
101.27.05.05220.000 FICA	16,476	15,939		16,104	1.0%	16,278	1.1%
101.27.05.05230.000 Group Insurance	55,558	47,563		49,906	4.9%	53,333	6.9%
101.27.05.05240.000 Benefit Unfunded Liability	-	-		42,749	100.0%	43,833	2.5%
101.27.05.05251.000 Retirement 401A	5,646	5,729		5,922	3.4%	6,039	2.0%
101.27.05.05260.000 Vehicle Allowance	2,409	4,408		4,408	0.0%	4,408	0.0%
101.27.05.05261.000 Employee FICA Benefit	12,204	12,616		12,669	0.4%	12,775	0.8%
Total Salary and Benefits	376,068	373,512		436,385	16.8%	448,954	2.9%
101.27.05.05310.000 Professional Services Marketing Services	-	50,000	50,000	50,000	0.0%	50,000	0.0%
101.27.05.05510.048 Advertising & Promotions	6,490	15,000		15,000	0.0%	15,000	0.0%
101.27.05.05610.000 Office Expense	41	3,000		3,000	0.0%	3,000	0.0%
101.27.05.05925.000 CVB Contributions PSDRCVB (.014 of gross hotel sales/25%)	204,728	212,916	214,349	214,349	0.7%	222,923	4.0%
Total Marketing Program	587,327	654,428		718,734	9.8%	739,877	2.9%

Community Information Program

The Community Information Program uses information channels to inform and educate the media, residents and the general public regarding City initiatives. The City information channels promote community awareness of actions and changes to any City issue or policy and allows for residents to be informed on upcoming community events and engagement opportunities. This engagement is accomplished through the distribution of press releases, resident eblasts, resident newsletter, the City's website and public access television Channel 17/Digital 122. The City currently contracts certain writing projects that include the newsletter and press releases.

Marketing & Community Relations Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Community Information Program							
101.27.02.05310.000 Professional Services	29,286	30,900		35,000	13.3%	35,000	0.0%
Creative Development			15,000				
Public Relations			10,000				
Special Communication Programs			10,000				
101.27.02.05330.000 Other Contracted Services	65,357	103,000		90,000	-12.6%	90,000	0.0%
Web Site Maintenance			45,000				
Copy Writing			10,000				
TV Channel Annual Fee			10,000				
Misc. Services			10,000				
Photography			10,000				
E-Blast			5,000				
101.27.02.05540.000 Printing	2,460	7,756		7,500	-3.3%	7,500	0.0%
101.27.02.05545.000 City Newsletter	101,969	129,008		130,008		130,008	0.0%
Printing Newsletter			45,000				
Postage & Delivery			35,658				
Newsletter Design Services			25,000				
Copy Writing			24,350				
101.27.02.05550.000 Meetings and Conferences	361	2,500		3,500	40.0%	3,500	0.0%
101.27.02.05630.000 Operating Materials	-	300		300	0.0%	300	0.0%
Total Community Information Program	199,433	273,464		266,308	-2.6%	266,308	0.0%

Resident Amenities Program

The Resident Amenities Program provides residents opportunities to participate in City-sponsored events. The City provides social events, educational lectures and tours, and traditional ceremonies such as Veterans and Memorial Day for the enjoyment of our residents. These social events and ceremonies are held throughout the year and build tremendous community spirit and pride. Activities include Patio Parties, Wildlights at the Living Desert, Resident Day at BNP Paribas Open, and other annual events that remain popular with the residents. Annually, new events are added through a committee process of analyzing the popularity of the event, the overall attendance and the cost. The program is overseen by the Community Activities Committee consisting of one City Councilmember and five appointed residents.

Marketing & Community Relations Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Resident Amenities Program							
101.27.03.05330.000 Other Contracted Services	6,188	10,000		10,000	0.0%	10,000	0.0%
101.27.03.05511.000 Community Activities	108,988	138,978		280,910	102.1%	289,337	3.0%
IWGR Resident Discounts			139,275				
IWGR Resident Event - Discount			55,175				
Resident Patio Parties (3)			36,000				
Veterans/Memorial Day Ceremonies			24,160				
Misc. Events / Contingency			12,000				
Golf Tournament			5,800				
Lecture Series/DRD Events			4,500				
Galen/Sunnylands/CV Agricultural Tour			2,500				
Polo Events			1,500				
101.27.03.05512.000 Sponsorships	106,191	161,523		207,341	28.4%	207,341	0.0%
Wild Lights			60,000				
Desert Forum / Desert Town Hall			50,000				
Joslyn Senior Center in Palm Desert			25,341				
Promotional Events			25,000				
BNP Paribas			25,000				
Salute to Hero's			12,000				
Pro-Am Invitational			10,000				
101.27.03.05530.000 Postage & Delivery	263	2,000		2,000	0.0%	2,000	0.0%
Total Resident Amenities Program	221,630	312,501		500,251	60.1%	508,678	1.7%

Community Assistance Program

The Community Assistance Program encompasses the City's grant programs. The major giving by the City is in Grant-in-Aids assistance program. This budget is determined annually consistent with the Community Assistance Funding Policy, through the approval of the City Council. The City provides annual grants are to the Gerald Ford Elementary School and the Allan Seman's Buss pass program. The Grants-in-Aids Committee includes five residents and one City Council member and oversees the City's grant program from application to award.

Marketing & Community Relations Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Community Assistance Program							
101.27.07.05920.000	216,000	216,000		204,125	-5.5%	137,570	-32.6%
Grants in Aid			186,125				
Gerald Ford School			10,000				
A Day At Sea			5,000				
Alan Seman's Buss Pass Program			3,000				
101.27.07.05921.062	-	94,742		50,000	-47.2%	50,000	0.0%
Total Community Assistance Program	216,000	310,742		254,125	-18.2%	187,570	-26.2%

Partner Marketing Program

The Partner Marketing Program works closely with the City's Resort Partners to promote Indian Wells as a tourist destination. The program develops and executes new marketing strategies to position and promote Indian Wells overall brand and influence transient occupancy tax (TOT), the City's largest revenue source within both the leisure market and the group/meeting/convention market. The budget includes strategic branding opportunities, relationship marketing (FAM trips, sales missions), strategic partnership, tennis marketing and research. The overall goal of this program is to all work together to positively influence revenue to the City's Resort Partners and increase revenue to the City's General Fund.

The Marketing Committee consisting of General Managers, Director of Sales, two City Councilmembers and City staff oversees the program. This committee acts in an advisory capacity by reviewing, approving and making recommendations on marketing and branding strategies. The funding for this program is by formula equal to a base of \$160,000 plus 20% of the incremental transient occupancy tax received as a result of the City increasing the transient occupancy tax rate to 11.25% from 9.25%.

Marketing & Community Relations Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Partner Marketing Program							
101.27.09.05310.000	26,194	52,118		108,100	107.4%	73,100	-32.4%
Professional Services							
Marketing			60,000				
Public Relation Services			30,000				
Creative Development (Commercials)			15,000				
Annual Hospitality Awards			3,100				
101.27.09.05510.000	178,067	90,671		114,192	25.9%	99,844	-12.6%
Consumer Marketing							
Marketing			53,420				
Tennis Marketing			40,000				
Co- Marketing Programs			20,772				
101.27.09.05520.000	65,770	127,308		150,000	17.8%	205,000	36.7%
Partner Marketing							
Group Incentives			100,000				
Sales Missions			35,000				
FAM (Tennis/Misc)			15,000				
101.27.09.05530.000	43	4,244		3,500	-17.5%	3,500	0.0%
Postage & Delivery							
101.27.09.05540.000	-	3,713		3,500	-5.7%	3,500	0.0%
Printing							
101.27.09.05550.000	58,446	130,366		25,152	-80.7%	27,500	9.3%
Meetings and Conferences							
Total Partner Marketing Program	328,520	408,420		404,444	-1.0%	412,444	2.0%

Community Development Director Program

Mission Statement: Building a Safe and Healthy Community by Providing High Quality Services

Community Development Director provides technical assistance and professional guidance to the City Council, Planning Commission, Architecture & Landscape Committee and the public regarding policies and plans that guide the physical development of the community. The Director plans, organizes, manages and provides administrative direction and oversight for all activities related to affordable housing and the Planning, Building, and Code Enforcement Divisions. The Director also oversees a variety of City-wide administrative activities and special projects for the City Manager, and functions as the City's Building Official.

The Community Development Director oversees the following programs:

- Building & Safety
- Code Enforcement
- Current & Advanced

Action Items

Council Goal #2 – Encourage and Expand Economic Development Opportunities

1. Continue to improve the development review process
2. Develop a Comprehensive Economic Development Plan
3. Process Indian Wells Tennis Garden Stadium 3 project
4. Coordinate Renaissance Esmeralda Villas and Waterpark development

Council Goal #4 – Beautify the Highway 111 Corridor

1. Define Cook Street and Highway 111 improvement
2. Improve frontage appearance of commercial properties
3. Determine use of Arts in Public Places funds

Community Development Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Community Development Director Program							
101.41.01.05110.000 Regular Employees (0.9 FTE)	152,973	142,566		144,005	1.0%	146,857	2.0%
101.41.01.05210.000 Retirement - Employee	11,984	11,405		11,520	1.0%	11,749	2.0%
101.41.01.05211.000 Retirement - Employer	25,357	24,859		30,784	23.8%	32,420	5.3%
101.41.01.05220.000 FICA	9,649	8,817		8,838	0.2%	8,879	0.5%
101.41.01.05230.000 Group Insurance	19,662	18,918		18,707	-1.1%	19,970	6.8%
101.41.01.05240.000 Benefit Unfunded Liability	-	-		19,530	100.0%	20,025	2.5%
101.41.01.05251.000 Retirement 401A	3,785	3,564		3,600	1.0%	3,671	2.0%
101.41.01.05260.000 Vehicle Allowance	2,409	3,366		3,366	0.0%	3,366	0.0%
101.41.01.05261.000 Employee FICA Benefit	6,882	6,750		6,750	0.0%	6,750	0.0%
Total Salary and Benefits	232,701	220,245		247,100	12.2%	253,687	2.7%
101.41.01.05310.000 Professional Services Project Consultant Services	-	25,500		25,000	-2.0%	25,000	0.0%
101.41.01.05550.000 Official Meetings/Conferences Planning Commission Academy APA Conference Economic Conference	1,671	6,500	6,000 1,000 1,000	8,000	23.1%	6,000	-25.0%
101.41.01.05560.000 Training	-	2,000		3,000	50.0%	2,000	-33.3%
101.41.01.05570.000 Membership & Dues	670	1,100		800	-27.3%	800	0.0%
101.41.01.05610.000 Office Expense	2,398	2,500		2,000	-20.0%	500	-75.0%
TOTAL GENERAL FUND	237,440	257,845		285,900	10.9%	287,987	0.7%
Total Community Development Director Program	237,440	257,845		285,900	10.9%	287,987	0.7%

Building & Safety Program

The Building & Safety Program administers and enforces the California Building Code and all City ordinances regulating construction activity. This program is responsible for issuance of building permits, collection of permit and inspection fees, review and approval of construction plans and providing building site inspections. In addition, the Building & Safety Program investigates complaints and conducts abatement for violations of the City's housing and construction codes. The Building & Safety Program also provides customers with interpretation of the California Building Code, and ensures processing through other outside agencies for review and permitting, such as the, Coachella Valley Water District, utility providers, County Health Department, etc.

Community Development Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Building & Safety Program							
101.42.01.05110.000 Regular Employees (2.70 FTE)	181,314	186,201		228,485	22.7%	232,970	2.0%
101.42.01.05210.000 Retirement - Employee	13,808	14,896		18,279	22.7%	18,638	2.0%
101.42.01.05211.000 Retirement - Employer	29,508	30,932		47,801	54.5%	50,354	5.3%
101.42.01.05220.000 FICA	14,752	14,244		17,479	22.7%	17,822	2.0%
101.42.01.05230.000 Group Insurance	50,948	40,665		55,023	35.3%	58,832	6.9%
101.42.01.05240.000 Benefit Unfunded Liability	-	-		58,590	100.0%	60,075	2.5%
101.42.01.05251.000 Retirement 401A	4,444	4,655		5,712	22.7%	5,824	2.0%
101.42.01.05260.000 Auto Allowance	-	1,368		1,938	41.7%	1,938	0.0%
101.42.01.05261.000 Employee FICA Benefit	11,258	11,544		14,166	22.7%	14,444	2.0%
Total Salary and Benefits	306,032	304,505		447,473	47.0%	460,897	3.0%
101.42.01.05310.000 Professional Services	180,863	250,000		255,000	2.0%	245,500	-3.7%
Plan Check Services (As needed basis)			175,000				
Building Inspector Services (As needed basis)			70,000				
CAS Program Plan Check Services			5,000				
Bldg Permit Reference Software			5,000				
101.42.01.05550.000 Official Meetings/Conferences	173	-		1,500	100.0%	1,500	0.0%
California Building Officials			1,000				
ICC Meetings			100				
Permit Tech Institute			400				
101.42.01.05560.000 Training	6,159	15,000		15,000	0.0%	15,000	0.0%
Education Reimbursement			10,000				
Staff Training			5,000				
101.42.01.05570.000 Membership & Dues	215	500		200	-60.0%	1,000	400.0%
101.42.01.05610.000 Office Expense	3,258	1,500		1,500	0.0%	500	-66.7%
101.42.01.05620.000 Reference Materials	2,294	1,800		1,000	-44.4%	2,500	150.0%
Assessor Parcel Map Copies			500				
Building Code Manuals			500				
101.42.01.05630.000 Operating Materials	1,497	2,500		-	-100.0%	-	
101.42.01.05660.000 Uniforms & Clothing	140	500		1,400	180.0%	1,400	0.0%
TOTAL GENERAL FUND	500,631	576,305		723,073	25.5%	728,297	0.7%
Total Building & Safety Program	500,631	576,305		723,073	25.5%	728,297	0.7%

Current & Advanced Planning Program

The Current & Advanced Planning Program is responsible for the processing of land use applications. This involves the review of projects for consistency with the City's General Plan, Zoning Ordinance and State laws relative to land use and Redevelopment Law. Current & Advanced Planning Program is also charged with the administration of the California Environmental Quality Act (CEQA), which includes preparation of initial studies, categorical exemptions, negative declarations and environmental impact reports. Current & Advanced Planning Program maintains City demographics and census information. The program monitors processing Federal, State and local grant funding for public and private projects citywide.

Community Development Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Current & Advanced Planning Program							
101.43.01.05110.000 Regular Employees (1.92 FTE)	134,876	147,366		145,761	-1.1%	148,615	2.0%
101.43.01.05210.000 Retirement - Employee	4,985	11,789		11,661	-1.1%	11,889	2.0%
101.43.01.05211.000 Retirement - Employer	15,247	24,502		30,688	25.2%	32,325	5.3%
101.43.01.05220.000 FICA	10,965	11,274		11,151	-1.1%	11,369	2.0%
101.43.01.05230.000 Group Insurance	36,157	35,350		39,311	11.2%	41,990	6.8%
101.43.01.05240.000 Benefit Unfunded Liability	-	-		41,664	100.0%	42,720	2.5%
101.43.01.05251.000 Retirement 401A	3,293	3,684		3,644	-1.1%	3,715	1.9%
101.43.01.05261.000 Employee FICA Benefit	8,368	9,137		9,037	-1.1%	9,214	2.0%
Total Salary and Benefits	213,891	243,102		292,917	20.5%	301,837	3.0%
101.43.01.05310.000 Professional Services	54,845	42,000		53,000	26.2%	69,000	30.2%
Planning Consultant Services			25,000				
Temp Services on Demand			10,000				
Digital Scanning Services (6 months records)			10,000				
Business License Reference Software			5,000				
Business License Web Support			3,000				
101.43.01.05510.000 Advertising & Promotions	1,007	5,000		2,500	-50.0%	2,500	0.0%
Planning Commission/ALC Hearings			2,500				
101.43.01.05530.000 Postage	23	150		100	-33.3%	100	0.0%
101.43.01.05550.000 Official Meetings/Conferences	167	500		250	-50.0%	250	0.0%
101.43.01.05560.000 Training	1,214	2,500		5,000	100.0%	5,000	0.0%
Planning/Business License			5,000				
101.43.01.05570.000 Membership & Dues	-	600		150	-75.0%	150	0.0%
Planning Membership			150				
101.43.01.05610.000 Office Expense	807	5,000		4,000	-20.0%	4,000	0.0%
Business License Vehicle Decals			2,000				
Misc Office Supplies			2,000				
101.43.01.05620.000 Reference Materials	10,122	15,450		15,500	0.3%	15,500	0.0%
Metroscan			12,000				
Riverside County GIS			3,500				
GENERAL FUND	282,076	314,302		373,417	18.8%	398,337	6.7%
Total Current & Advanced Planning Program	282,076	314,302		373,417	18.8%	398,337	6.7%

Code Enforcement Program

The Code Enforcement Program ensures compliance with all the City's municipal codes and ordinances. The Code Enforcement Program protects life, safety and property through the enforcement of City codes and standards achieved through staff investigation and follow up of citizen's complaints or City initiated abatement actions. The majority of enforcement activities relate to private property maintenance, signs, noise, short-term residential rentals, and other issues related to land use compatibility.

Community Development Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Code Enforcement Program							
101.71.02.05110.000	Regular Employees (1.25 FTE)	88,991	91,876	91,375	-0.5%	93,163	2.0%
101.71.02.05210.000	Retirement - Employee	6,676	7,350	7,310	-0.5%	7,453	2.0%
101.71.02.05211.000	Retirement - Employer	14,310	15,389	19,216	24.9%	20,242	5.3%
101.71.02.05220.000	FICA	7,237	7,029	6,990	-0.6%	7,127	2.0%
101.71.02.05230.000	Group Insurance	25,810	25,717	28,768	11.9%	30,740	6.9%
101.71.02.05240.000	Benefit Unfunded Liability	-	-	27,125	100.0%	27,813	2.5%
101.71.02.05251.000	401A Contribution	2,176	2,297	2,284	-0.6%	2,329	2.0%
101.71.02.05260.000	Auto Allowance	-	285	285	0.0%	285	0.0%
101.71.02.05261.000	Employee FICA Benefit	5,522	5,696	5,665	-0.5%	5,776	2.0%
Total Salary and Benefits		150,722	155,639	189,018	21.4%	194,928	3.1%
101.71.02.05310.000	Professional Services Legal Services	-	-	125,000	100.0%	128,750	3.0%
101.71.02.05330.000	Other Contracted Services Abatements - General & Clean ups Code Consultant Software & Online Services	15,285	100,000	115,000	15.0%	115,000	0.0%
101.71.02.05560.000	Training	25	2,000	2,000	0.0%	2,000	0.0%
101.71.02.05610.000	Office Expense	43	515	250	-51.5%	250	0.0%
101.71.02.05660.000	Uniforms & Clothing	-	-	200	100.0%	200	0.0%
TOTAL GENERAL FUND		166,075	258,154	431,468	67.1%	441,128	2.2%
Total	Code Enforcement Program	166,075	258,154	431,468	67.1%	441,128	2.2%

Finance Program

Mission Statement: Provide secure, financial success and distinguished technological services to our organization and community.

The Finance Program oversees all of the City's financial activities. The Finance Program administers the day-to-day management of the City's resources, prepares the City Budget and Comprehensive Annual Financial Report. The program is responsible to provide financial advice to the City Manager regarding the fiscal affairs of the City.

The program establishes and maintains accounting procedures and internal controls for the processing City revenues and expenditures in accordance with Governmental Accounting, Auditing and Financial Reporting (GAAFR) guidelines. The Finance Program responsibilities include cash and treasury management, budget management, accounting, purchasing, payroll administration, financial reporting, and processes annual Property Owner Identification Cards.

The Finance Department includes the following programs:

- Financial Services
- Technology Services
- Central Services
- Internal Contributions and Reserves
- Retirement Benefit
- Risk Management

Action Items

Council Goal #1 – Create a Financial Strategy

1. Prepare a comprehensive long-term expenditure analysis
2. Prepare a comprehensive long-term revenue analysis
3. Describe funding gaps
4. Build strategies for funding gaps

Finance Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Finance Program							
101.51.01.05110.000	Regular Employees (4.34 FTE)	435,981	418,631	402,837	-3.8%	410,757	2.0%
101.51.01.05210.000	Retirement - Employee	31,910	33,490	32,227	-3.8%	32,861	2.0%
101.51.01.05211.000	Retirement - Employer	67,957	70,369	82,167	16.8%	86,574	5.4%
101.51.01.05220.000	FICA & Medicare	30,203	29,957	28,948	-3.4%	29,459	1.8%
101.51.01.05230.000	Group Insurance	93,778	92,340	91,972	-0.4%	98,275	6.9%
101.51.01.05240.000	Benefit Unfunded Liability	-	-	94,178	100.0%	96,565	2.5%
101.51.01.05251.000	Retirement 401A	10,742	10,466	10,071	-3.8%	10,269	2.0%
101.51.01.05260.000	Vehicle Allowance	2,409	2,998	2,564	-14.5%	2,564	0.0%
101.51.01.05261.000	Employee FICA Benefit	22,148	23,887	23,107	-3.3%	23,503	1.7%
Total Salary and Benefits		695,128	682,138	768,071	12.6%	790,827	3.0%
101.51.01.05310.000	Professional Services	123,758	115,197	220,900	91.8%	174,266	-21.1%
	Financial Strategy Consultants			75,000			
	Audit, City			63,000			
	Financial Systems Program Support			38,000			
	Budget/CAFR Production			10,000			
	TABS Disclosure/Arbitrage Rebate			10,000			
	OPEB Actuarial Services			6,200			
	Sales Tax Audit			5,000			
	County Auditor -LAFCO			4,300			
	Investment Management Software Fees			4,000			
	CAFR Services			2,200			
	CalPERS GASB 68 Reporting fees			1,700			
	Cash Flow Services			1,000			
	County Recorder-ROPS Recording			500			
101.51.01.05330.000	Other Contracted Services	30,233	26,000	31,500	21.2%	32,445	3.0%
	Bank TABS Trustee Fees			12,000			
	Bank Custodial Fees			9,000			
	Credit Card Fees			7,800			
	Bank Fees			2,700			
101.51.01.05530.000	Postage	372	500	800	60.0%	800	0.0%
101.51.01.05550.000	Official Meetings/Conferences	2,982	6,800	14,550	114.0%	14,550	0.0%
	CSMFO Annual Conferences (3)			3,600			
	GFOA Annual Conference (2)			3,000			
	Eden Financial Software Update (2)			2,400			
	CalPERS Annual Confernece (2)			2,400			
	CMTA Annual Conference (1)			1,200			
	League of California Cities (1)			1,200			
	CSMFO Monthly Meetings (5)			750			
101.51.01.05560.000	Training	-	4,500	5,400	20.0%	5,400	0.0%
	Staff Development (5)			3,000			
	Payroll & Cash Management Training (2)			2,400			
101.51.01.05570.000	Membership & Dues	420	1,000	1,000	0.0%	1,000	0.0%
101.51.01.05610.000	Office Expense	6,016	6,000	6,500	8.3%	6,500	0.0%
TOTAL GENERAL FUND		858,909	842,135	1,048,721	24.5%	1,025,788	-2.2%
EMERGENCY SERVICES UPGRADE FUND							
228.51.01.05310.000	Professional Services	3,285	3,478	3,600	3.5%	3,700	2.8%
	Fire Tax Levy (Willdan Financial)						
TOTAL EMERGENCY SERVICES UPGRADE FUND		3,285	3,478	3,600	3.5%	3,700	2.8%
Total Finance Program		862,194	845,613	1,052,321	24.4%	1,029,488	-2.2%

Technology Services Program

The Technology Services Program establishes strategies, policies, and procedures for effective implementation of citywide information and communication technologies; provides electronic information and interactive services; provides effective wireless communications to the City and other governmental agencies through high quality systems and services, ensuring the highest level of service to the public. The Technology Services Program is responsible for providing strategic direction and operational policies and standards; and for coordinating major citywide initiatives including technology management.

The program oversees all of the annual technical support and maintenance contracts for the City's equipment. The equipment and services that are purchased under this program include workstations; printers; servers; software; internet and web consulting; communications and messaging services; video and audio production and broadcasting equipment; network equipment and administration; network engineering; computer maintenance and support. Staff development, training, and other such services are supported under this program as well.

The Technology Services Program is continually evaluating emerging technologies to ensure effective technical and fiscal management of the City's technology resources. These effective solutions ensure all City Departments to be efficient and organized.

Finance Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Technology Services Program							
101.27.06.05110.000	Regular Employees (.99 FTE)	141,849	144,148	146,833	1.9%	149,739	2.0%
101.27.06.05210.000	Retirement - Employee	10,883	11,532	11,747	1.9%	11,979	2.0%
101.27.06.05211.000	Retirement - Employer	23,052	25,098	30,557	21.8%	32,189	5.3%
101.27.06.05220.000	FICA & Medicare	9,429	9,590	9,554	-0.4%	9,596	0.4%
101.27.06.05230.000	Group Insurance	27,815	24,183	25,120	3.9%	26,845	6.9%
101.27.06.05240.000	Benefit Unfunded Liability	-	-	21,483	100.0%	22,028	2.5%
101.27.06.05251.000	Retirement 401A	3,507	3,604	3,671	1.9%	3,743	2.0%
101.27.06.05260.000	Auto Allowance	-	1,340	1,326	-1.0%	1,326	0.0%
101.27.06.05261.000	Employee FICA Benefit	6,863	7,500	7,425	-1.0%	7,425	0.0%
Total Salary and Benefits		223,398	226,995	257,716	13.5%	264,870	2.8%
101.27.06.05310.000	Professional Services	91,260	107,045	37,900	-64.6%	37,900	0.0%
	Computer Maintenance			15,000			
	Backup Maintenance and Offsite Storage			10,000			
	Cisco Firewall Annual Maintenance			4,000			
	Domain Name Registrations, SSL Certificates, DNS			3,500			
	Patch Support			3,000			
	Mobile App Maintenance			2,400			
101.27.06.05410.000	Contract Service Provider	-	12,500	10,000	-20.0%	10,000	0.0%
101.27.06.05520.000	Communications	38,746	39,140	44,700	14.2%	47,000	5.1%
	Cell Phone Reimbursements			18,200			
	Telephone Services			13,500			
	High Speed Internet			13,000			
101.27.06.05521.000	Communication Equipment	-	2,575	2,000	-22.3%	2,000	0.0%
	Telephone Replacement			1,000			
	Cell Phone Hardware			500			
	Cell Phone Repairs/ Asses.			500			
101.27.06.05561.000	Training	-	-	5,000	100.0%	5,000	0.0%
	Staff Training (1)			5,000			
101.27.06.05610.000	Office Expense	3,684	7,000	6,000	-14.3%	6,000	0.0%
	Laser Toner Cartridges			5,000			
	Disc's, Cables, Etc			1,000			
101.27.06.05630.000	Operating Materials	32,681	18,540	21,000	13.3%	21,000	0.0%
	Software Licenses			12,000			
	Software Upgrades			7,000			
	Antivirus Software Support			2,000			
TOTAL GENERAL FUND		389,769	413,795	384,316	-7.1%	393,770	2.5%
CAPITAL IMPROVEMENT FUND							
316.27.06.05650.000	Minor Equipment	53,583	113,688	140,000	23.1%	120,000	-14.3%
	Server Hardware Replacements			45,000			
	Computer Hardware Replacement			35,000			
	Program Upgrades			30,000			
	Audio/Video Equipment			15,000			
	Computer Parts & Accessories			10,000			
	Network Hardware			5,000			
TOTAL CAPITAL IMPROVEMENT FUND		53,583	113,688	140,000	23.1%	120,000	-14.3%
Total Technology Services Program		443,352	527,483	524,316	-0.6%	513,770	-2.0%

Central Services Program

The Central Services Program accounts for citywide non-program general service expenditures that cannot readily be allocated to any one program. Central Services expenditures include office equipment maintenance, office equipment leases, City Hall utilities, general postage and delivery, citywide printing and memberships, and general office supplies. All departments benefit from the use of goods and services.

Central Services Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Central Services Program							
101.27.04.05230.000 Insurance Administration	1,403,437	614,275		4,000	-99.3%	4,000	0.0%
101.27.04.05410.000 Office Equipment Maintenance	223	530		515	-2.8%	530	3.0%
101.27.04.05420.000 Utilities	26,997	44,500		45,000	1.1%	47,250	5.0%
SC Edison			32,500				
CVWD			12,500				
101.27.04.05430.000 Equipment Rental	57,666	60,265		47,000	-22.0%	48,410	3.0%
Photocopier Lease			40,000				
Postage Meter Lease			7,000				
101.27.04.05530.000 Postage & Delivery	1,499	15,914		16,000	0.5%	16,480	3.0%
Postal Permit			12,000				
Parcel Services (Fed Ex, UPS, etc)			4,000				
101.27.04.05540.000 Printing	2,832	10,000		10,000	0.0%	10,300	3.0%
Stationery			4,000				
Misc Printing			3,500				
Business Cards/Forms			2,500				
101.27.04.05570.000 Membership & Dues	-	-		34,450	100.0%	35,000	1.6%
CVAG			16,000				
Desert Cities Regional Airport JPA			12,500				
League of California Cities			3,500				
Alliance for Innovation			1,000				
CA Contract Cities Association			850				
SCAG			500				
League of California Cities-Riverside County			100				
101.27.04.05610.000 Office Expense	14,842	15,914		16,000	0.5%	16,480	3.0%
101.27.04.05630.000 Operating Materials	26,312	16,500		17,000	3.0%	17,510	3.0%
ID Card Printer Supplies			7,000				
Sundries			5,000				
Misc Supplies			3,000				
Medical Supplies			2,000				
TOTAL GENERAL FUND	1,533,808	777,898		189,965	-75.6%	195,960	3.2%
Total Central Services Program	1,533,808	777,898		189,965	-75.6%	195,960	3.2%

Internal Contributions & Reserves Program

The Internal Contributions & Reserves Program accounts for the City's funding of capital reserves and operating contributions. Contributions to the Capital Reserve program are made in accordance with the City's Capital Contribution Policy and fund future infrastructure projects, streets, bridges, and City facilities. In addition, the City funds eight landscape districts that provide a general benefit to the City. Under an agreement with the Indian Wells Chamber of Commerce, the City funds the annual rent for use of 404 square feet located within Suite "B" in the City owned building at 45-200 Club Drive.

Central Services Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Internal Contributions & Reserves Program							
101.52.01.05925.000 Contributions	1,086,132	1,437,578		1,417,042	-1.4%	1,418,237	0.1%
Capital Reserve			1,100,000				
Naming Rights			250,000				
Landscape & Lighting			59,770				
Indian Wells Chamber Rent (\$606 per month)			7,272				
TOTAL GENERAL FUND	1,086,132	1,437,578		1,417,042	-1.4%	1,418,237	0.1%
Total Internal Contributions & Reserves Program	1,086,132	1,437,578		1,417,042	-1.4%	1,418,237	0.1%

Retirement Benefit Program

Retirement benefits include employee pensions and retiree medical care. The City contracts with the California Public Employees' Retirement System (CalPERS) to fund the cost of employee pensions and medical care. The City has two pension plans. Employees hired prior to January 1, 2013 participate in the 2.7%@55 plan for classic members. New employees hired after January 1, 2013 who were not previously enrolled in CalPERS are subject to the Public Employees' Pension Reform Act of 2013 (PEPRA) and participate in the 2%@60 plan. The City participates in the CalPERS Retiree Benefit Trust Fund for employee medical care.

Programed into the current budget, the City contributes approximately \$0.6 million annually to the Retirement Benefit Fund. If actuarial assumptions remain as projected, the City could expect to pay off the remaining unfunded pension obligation in approximately eight to ten years.

Central Services Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
RETIREMENT BENEFIT FUND							
Retirement Benefit Program							
601.68.01.05240.000 OPEB Medical Benefit ARC	20,497	-		-	0.0%	-	0.0%
601.68.01.05310.000 OPEB Retirees Expense	292,264	324,000		333,720	3.0%	343,732	3.0%
TOTAL RETIREMENT BENEFIT FUND	312,761	324,000		333,720	3.0%	343,732	3.0%
Total Retirement Benefit Program	312,761	324,000		333,720	3.0%	343,732	3.0%

Risk Management Program

The Risk Management Program involves the management of the City's insurance and loss prevention programs to limit exposure to claims. The City's general liability, workers' compensation, property, indemnity bonds and vehicle insurance is provided through the California Joint Powers Insurance Authority (CJPIA) of which the City is a member. The City partners with the Authority to minimize risk and has adopted the Authority's educational LossCAP program.

The LossCAP Program, which stands for Loss Control Action Plan, is the Authority's strategic approach to working with members to reduce risk. The program goal is to reduce the frequency and severity of claims, and to provide an integrated approach to managing a member's risk exposures, and thereby reducing the cost of risk.

Central Services Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Risk Management Program							
101.26.01.05110.000	Regular Employees (0.15 FTE)	22,669	27,657	29,741	7.5%	30,331	2.0%
101.26.01.05210.000	Retirement - Employee	1,448	2,213	2,379	7.5%	2,426	2.0%
101.26.01.05211.000	Retirement - Employer	3,059	4,704	5,690	21.0%	5,998	5.4%
101.26.01.05220.000	FICA & Medicare	1,228	1,526	1,556	2.0%	1,565	0.6%
101.26.01.05230.000	Group Insurance	2,469	3,627	3,806	4.9%	4,067	6.9%
101.26.01.05240.000	Benefit Unfunded Liability	-	-	3,255	100.0%	3,338	2.5%
101.26.01.05251.000	Retirement 401A	562	691	744	7.7%	758	1.9%
101.26.01.05260.000	Vehicle Allowance	240	561	561	0.0%	561	0.0%
101.26.01.05261.000	Employee FICA Benefit	833	1,125	1,125	0.0%	1,125	0.0%
Total Salary and Benefits		32,508	42,104	48,857	16.0%	50,169	2.7%
101.26.01.05550.000	Meetings and Conferences CJPIA Risk Management Conference (1)	-	2,000	2,000	0.0%	2,000	0.0%
101.26.01.05580.000	Insurance Expense General Liability and Worker's Comp Property, Earth, Flood Insurance Retro Deposit Crime and Fidelity	625,534	683,183	944,000	38.2%	972,320	3.0%
101.26.01.05610.000	Office Expense	-	150	-	-100.0%	-	-
101.26.01.05925.000	Contributions to Self Insurance	40,000	40,000	-	-	-	-
TOTAL GENERAL FUND		698,042	767,437	994,857	29.6%	1,024,489	3.0%
SELF INSURANCE RESERVE FUND							
603.26.01.05580.000	Insurance Expense	145,088	151,028	-	-100.0%	-	0.0%
TOTAL SELF INSURANCE RESERVE FUND		145,088	151,028	-	-100.0%	-	0.0%
Total	Risk Management Program	843,130	918,465	994,857	8.3%	1,024,489	3.0%

Public Safety Program

The Public Safety Program oversees contractual services for Police, Fire, Emergency Medical, Animal Control, and disaster recovery in Indian Wells. Indian Wells residents continue to enjoy one of the safest cities in the nation. Public Safety seeks to optimize resources to respond to the most pressing community needs and concerns. Contracts with Riverside County Sheriff and Fire Department ensure Indian Wells has well-trained, well-equipped personnel at a fraction of the cost of delivering services directly in-house.

Public Safety Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Public Safety Director Program							
101.71.01.05110.000	Regular Employees (0.55 FTE)	45,339	85,121	87,544	2.8%	89,278	2.0%
101.71.01.05210.000	Retirement - Employee	2,895	6,810	7,004	2.8%	7,142	2.0%
101.71.01.05211.000	Retirement - Employer	6,118	14,642	18,098	23.6%	19,064	5.3%
101.71.01.05220.000	FICA	2,456	5,040	5,107	1.3%	5,164	1.1%
101.71.01.05230.000	Group Insurance	4,937	12,444	11,065	-11.1%	11,831	6.9%
101.71.01.05240.000	Benefit Unfunded Liability	-	-	11,935	100.0%	12,238	2.5%
101.71.01.05251.000	Retirement 401A	1,123	5,503	5,564	1.1%	5,607	0.8%
101.71.01.05260.000	Vehicle Allowance	480	1,947	1,947	0.0%	1,947	0.0%
101.71.01.05261.000	Employee FICA Benefit	1,667	3,806	3,838	0.8%	3,869	0.8%
Total Salary and Benefits		65,015	135,313	152,102	12.4%	156,140	2.7%
101.71.01.05330.000	Other Contracted Services	14,566	19,000	23,000	21.1%	23,000	0.0%
	Animal Control			17,400			
	Animal Vaccine Clinic			3,000			
	Crossing Guard (Gerald Ford School)			1,300			
	Parking Citation Administration (JDS)			1,300			
101.71.01.05331.000	Curb Painting	-	1,000	-	-100.0%	-	
101.71.01.05420.000	Utilities	3,777	5,000	5,000	0.0%	5,000	0.0%
101.71.01.05430.000	Equipment Rental	-	1,000	1,000	0.0%	1,000	0.0%
101.71.01.05520.000	Communications	1,236	1,750	1,750	0.0%	1,750	0.0%
101.71.01.05540.000	Printing	-	1,500	1,500	0.0%	1,500	0.0%
	Tickets pads for Law Enforcement			1,500			
101.71.01.05550.000	Meetings/Conferences	-	1,000	1,030	3.0%	1,061	3.0%
101.71.01.05590.000	Miscellaneous Charges	-	250	250	0.0%	250	0.0%
TOTAL GENERAL FUND		84,594	165,813	185,632	12.0%	189,701	2.2%
Total	Public Safety Director Program	84,594	165,813	185,632	12.0%	189,701	2.2%

Police Services Program

Indian Wells law enforcement maintains community peace by preserving public order, protecting life and property, investigating crimes, apprehending criminal offenders, enforcing traffic laws, and investigating traffic accidents. In order to provide high quality service, Indian Wells contracts with the Riverside County Sheriff's Department. Focused on community-oriented policing and problem solving, Riverside County Sheriff's Department performs the following contract services:

Administration is comprised of one dedicated Lieutenant who serves as the City's Assistant Chief of Police. This position is responsible for effective administration of all services, management and coordination of services provided, and community relations.

Patrol provides twenty-four (24) hour per day, seven (7) day per week uniformed officer presence to proactively detect and deter criminal activity, provide immediate response for life-threatening emergencies, conduct preliminary investigation for crimes reported, and assist in the enforcement of the City's Municipal Code.

Traffic Enforcement provides one full-time motorcycle officer dedicated to enforcement of traffic laws, response and investigation to traffic accidents, and traffic control for special events.

Special Enforcement Team provides two (2) uniformed officers targeting the suppression of various criminal activities, investigation of non-violent crime, sting operations, and regional collaboration for narcotic and specialized crime prevention.

Community Service Officers provides five (5) non-sworn police personnel who provide an increased presence on the street without the full authority or cost of sworn police personnel. Community Service Officers (CSOs) conduct property checks of vacant homes, report suspicious activity, assist with traffic control during special events and traffic accidents, assist with non-violent crime reports, and other administrative functions as necessary.

Forensics and Analysis is comprised of two positions shared through the Cove Communities Committee (Rancho Mirage and Palm Desert) for specialized positions focused on collection and analysis of forensic evidence and crime statistics.

Indian Wells prides itself on having some of the lowest crime rates in the state. This is largely a result of the Riverside County Sheriff Department's problem solving partnerships with the community, surrounding government agencies, and private groups and individuals.

Public Safety Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Police Program							
101.72.01.05330.000	3,187,408	3,543,283		3,871,840	9.3%	4,031,368	4.1%
			1,556,947				
			564,640				
			526,368				
			281,227				
			281,214				
			245,758				
			125,832				
			100,000				
			55,640				
			37,000				
			24,430				
			21,839				
			2,945				
			48,000				
101.72.01.05590.000	84	1,500		-	-100.0%	-	
101.72.01.05995.000	(115,500)	(140,250)		(120,000)	-14.4%	(120,000)	0.0%
TOTAL GENERAL FUND	3,071,992	3,404,533		3,751,840	10.2%	3,911,368	4.3%
COPS AB 3229 FUND							
211.72.01.05650.000	-	5,000		5,000	0.0%	5,000	0.0%
211.72.01.05990.000	100,000	125,000		100,000	-20.0%	100,000	0.0%
TOTAL COPS AB3229 FUND	100,000	130,000		105,000	-19.2%	105,000	0.0%
PUBLIC SAFETY FUND							
203.72.01.05990.000	15,500	15,250		20,000	31.1%	20,000	0.0%
TOTAL PUBLIC SAFETY FUND	15,500	15,250		20,000	31.1%	20,000	0.0%
Total Police Program	3,187,492	3,549,783		3,876,840	9.2%	4,036,368	4.1%

Fire Protection Services Program

The City of Indian Wells provides a full-time fire department through contract with the Riverside County Fire Department, a sub-contract of CALFIRE. Residents receive fire suppression, fire prevention, fire investigation, fire safety education and paramedic services through this contract. The City's Fire Station 55 is staffed 24-hours a day, 365 days per year with fire suppression and emergency medical personnel. Those personnel operate one Fire Engine and one Paramedic Ambulance. Fire Station 55 also houses one additional Paramedic Ambulance paid for by the City of Palm Desert to serve their residents just outside Indian Wells borders.

In addition to standardized fire and emergency medical services, Indian Wells residents benefit from specialized rescue equipment for major accidents, confined space rescue, trench rescue, and swiftwater/flood rescue, as well as a Ladder Truck shared with the Cove Communities Cities of Palm Desert and Rancho Mirage. Regional integration of fire and emergency medical services ensures Indian Wells receives highly trained firefighters at a cost well below what could be possible with an in-house department.

This program now includes a part time Fire Marshall. Consistent with the California Fire Code, the Fire Chief has the responsibility for Fire Marshall duties. The Fire Chief has decided to bring all contract cities in house within the County Fire Marshall Office. This is a change from the previous service model where a City employee performed the duties. This does not change the overall cost of services, it simply moves the expense from a City employee to a County employee.

Public Safety Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
FIRE PROTECTION SERVICES FUND							
Fire Protection Services Program							
228.73.01.05110.000	Regular Employees (0.55 FTE)	135,276	129,567	87,544	-32.4%	89,278	2.0%
228.73.01.05210.000	Retirement - Employee	8,978	10,365	7,004	-32.4%	7,142	2.0%
228.73.01.05211.000	Retirement - Employer	19,043	21,903	18,098	-17.4%	19,064	5.3%
228.73.01.05220.000	FICA	8,541	8,440	5,107	-39.5%	5,164	1.1%
228.73.01.05230.000	Group Insurance	18,881	22,221	11,065	-50.2%	11,831	6.9%
228.73.01.05240.000	Benefit Unfunded Liability	-	-	11,935	100.0%	12,238	2.5%
228.73.01.05251.000	Retirement 401A	3,342	6,614	5,564	-15.9%	5,607	0.8%
228.73.01.05260.000	Vehicle Allowance	960	2,517	1,947	-22.6%	1,947	0.0%
228.73.01.05261.000	Employee FICA Benefit	6,103	6,561	3,838	-41.5%	3,869	0.8%
Total Salary and Benefits		201,124	208,188	152,102	-26.9%	156,140	2.7%
228.73.01.05310.000	Contract Fire Services w/ CalFIRE	2,486,591	2,599,289	3,040,996	17.0%	3,223,456	6.0%
228.73.01.05330.000	Ladder Truck Service	350,050	400,000	425,000	6.3%	450,000	5.9%
228.73.01.05420.000	Utilities	16,360	22,500	22,500	0.0%	22,500	0.0%
228.73.01.05430.000	Equipment Rental/Leases	418	5,000	1,000	-80.0%	1,000	0.0%
228.73.01.05440.000	Buildings & Grounds Maint.	4,040	25,000	25,000	0.0%	25,000	0.0%
228.73.01.05740.000	Major Equip Purchase	6,998	25,000	25,000	0.0%	29,500	18.0%
TOTAL FIRE PROTECTION SERVICES		3,065,581	3,284,977	3,691,598	12.4%	3,907,596	5.9%
Total	Fire Protection Services Program	3,065,581	3,284,977	3,691,598	12.4%	3,907,596	5.9%

Emergency Preparedness Program

The City of Indian Wells, in partnership with City of Palm Desert, created a new Emergency Services Program through contract with Riverside County Office of Emergency Services. The Emergency Services Program is responsible for the acquisition of resources necessary to carry out emergency response, operations and recovery in the event of major natural disaster or local emergency. The program creates detailed emergency response and recovery plans, provides emergency preparedness training for City staff and residents, and coordinates countywide disaster exercises to test local response and readiness.

Public Safety Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Emergency Preparedness Program							
101.75.01.05330.000 Other Contracted Services Cove Cities Partnership - Emergency Response Manager	-	-	68,000	68,000	100.0%	60,000	-11.8%
101.75.01.05520.000 Communications	3,894	10,000		5,000	-50.0%	5,000	0.0%
101.75.01.05590.000 Emergency Training and Equip. Resident CPR Training Supplies and Satellite phone equipment	4,480	4,500	5,000 3,000	8,000	77.8%	8,000	0.0%
TOTAL GENERAL FUND	8,374	14,500		81,000	458.6%	73,000	-9.9%
Total Emergency Preparedness Program	8,374	14,500		81,000	458.6%	73,000	-9.9%

Public Works Program

Mission Statement: Providing quality infrastructure through proactive maintenance, sound engineering and fiscal discipline.

The Public Works Program is responsible for the construction, maintenance and operation of the City's infrastructure, and other publicly owned facilities. Public Works is responsible for traffic signal timing and operation, landscape and road maintenance, bus shelters, traffic signage and striping, oversize load permits, encroachment permits within City right of way, grading plan check and permitting, storm drainage systems, dust control and storm water pollution prevention.

The Public Works Department oversees all City Capital Improvement Projects through a comprehensive Capital Improvement Program and Pavement Management Program.

The department budget is organized into five programs:

- Administration
- Engineering
- Maintenance
- Traffic Signals
- Recycling and Solid Waste

Action Items

Council Goal #3 – Create a Flood Mitigation Plan with Community Partners

1. Identify the City's role in facilitating the process and develop communication plan
2. Research existing conditions
3. Develop a City analysis report

Council Goal #4 – Beautify the Highway 111 Corridor

1. Define Cook Street and highway 111 improvements
2. Improve frontage appearance of commercial properties
3. Determine use of Arts in Public Places funds

Public Works Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Public Works Director Program							
101.81.01.05110.000 Regular Employees (2.85 FTE)	281,274	313,265		311,642	-0.5%	317,785	2.0%
101.81.01.05210.000 Retirement - Employee	21,431	25,061		24,931	-0.5%	25,423	2.0%
101.81.01.05211.000 Retirement - Employer	45,631	53,867		64,343	19.4%	67,785	5.3%
101.81.01.05220.000 FICA	23,048	21,823		21,747	-0.3%	22,043	1.4%
101.81.01.05230.000 Group Insurance	38,854	43,005		45,916	6.8%	49,066	6.9%
101.81.01.05240.000 Benefit Unfunded Liability	-	-		61,845	100.0%	63,413	2.5%
101.81.01.05251.000 Retirement 401A	6,914	7,832		7,791	-0.5%	7,945	2.0%
101.81.01.05260.000 Vehicle Allowance	1,948	4,309		4,085	-5.2%	4,085	0.0%
101.81.01.05261.000 Employee FICA Benefit	17,580	17,281		17,228	-0.3%	17,435	1.2%
Total Salary and Benefits	436,680	486,443		559,528	15.0%	574,980	2.8%
101.81.01.05330.000 Other Contracted Services	8,127	-		10,000	100.0%	10,000	0.0%
101.81.01.05550.000 Meetings/Conferences League of CA Cities Strategic Planning APWA/RCTC	115	500	1,100 1,000 50	2,150	330.0%	2,500	16.3%
101.81.01.05560.000 Training	7,362	2,122		1,500	-29.3%	4,000	166.7%
101.81.01.05570.000 Membership & Dues APWA, P.E. (2)	337	1,000	500	500	-50.0%	750	50.0%
101.81.01.05610.000 Office Expense	-	500		500	0.0%	500	0.0%
TOTAL GENERAL FUND	452,621	490,565		574,178	17.0%	592,730	3.2%
SCAQMD FUND							
210.81.01.05330.000 Other Contracted Services CVAG/AB 2766/PM 10 Program	3,581	5,000		5,000	0.0%	5,000	0.0%
TOTAL SCAQMD FUND	3,581	5,000		5,000	0.0%	5,000	0.0%
Total Public Works Director Program	456,202	495,565		579,178	16.9%	597,730	3.2%

Engineering Program

The Public Works Engineering program is responsible for the design and construction of public improvements, overseeing all on-site and off-site infrastructure improvements, providing civil engineering services, project management and contract administration for the City and Housing Authority projects. Engineering checks subdivision maps, traffic engineering, capital project engineering and provides inspection services.

Public Works Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Engineering Program							
101.82.01.05310.000 Professional Services	14,047	23,870		55,000	130.4%	35,000	-36.4%
Geotechnical			10,000				
Lot Line Adjustments, Plan Check, Parcel/Tract Map Easement			15,000				
Topographic Surveying			5,000				
Storm Drain System Consultants			20,000				
101.82.01.05320.000 Engineering Services	24,366	27,295		48,000	75.9%	28,000	-41.7%
Traffic Engineering			7,500				
Engineering Plan Check			12,100				
Riverside County Flood Control			8,400				
Storm Drain System Engineering Study			20,000				
101.82.01.05530.000 Postage	129	200		150	-25.0%	150	0.0%
101.82.01.05540.000 Printing	-	100		-	-100.0%	-	
101.82.01.05610.000 Office Expense	52	200		100	-50.0%	100	0.0%
101.82.01.05995.000 Reimb. Credit	(1,500)	(2,000)		(2,000)	0.0%	(2,000)	0.0%
TOTAL GENERAL FUND	37,094	49,665		101,250	103.9%	61,250	-39.5%
GAS TAX FUND							
218.82.01.05990.000 Operating Expense	1,500	2,000		2,000	0.0%	2,000	0.0%
TOTAL GAS TAX FUND	1,500	2,000		2,000	0.0%	2,000	0.0%
Total Engineering Program	38,594	51,665		103,250	99.8%	63,250	-38.7%

Maintenance Services Program

The Maintenance Services Program utilizes three Maintenance workers, a Landscape Specialist, and a Superintendent to provide maintenance for City owned infrastructure and facilities. The principal areas of responsibility are landscape management, street repairs, litter removal, traffic controls, building maintenance, vehicle maintenance and other miscellaneous projects.

Public Works Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change	
GENERAL FUND								
Maintenance Services Program								
101.83.01.05110.000	Regular Employees (4.59 FTE)	412,799	390,728	386,194	-1.2%	393,773	2.0%	
101.83.01.05210.000	Retirement - Employee	29,081	31,258	30,896	-1.2%	31,502	2.0%	
101.83.01.05211.000	Retirement - Employer	62,135	63,745	77,498	21.6%	81,668	5.4%	
101.83.01.05220.000	FICA	31,910	29,496	28,693	-2.7%	29,124	1.5%	
101.83.01.05230.000	Group Insurance	93,496	87,461	89,391	2.2%	95,518	6.9%	
101.83.01.05240.000	Benefit Unfunded Liability	-	-	99,603	100.0%	102,128	2.5%	
101.83.01.05251.000	Retirement 401A	10,123	9,768	9,655	-1.2%	9,844	2.0%	
101.83.01.05260.000	Auto Allowance	-	2,588	2,554	-1.3%	2,554	0.0%	
101.83.01.05261.000	Employee FICA Benefit	24,097	23,830	23,093	-3.1%	23,414	1.4%	
Total Salary and Benefits		663,641	638,874	747,577	17.0%	769,525	2.9%	
101.83.01.05330.000	Other Contracted Services	13,646	-	30,000	100.0%	30,000	0.0%	
101.83.01.05420.000	Utilities	18,571	25,750	18,000	-30.1%	17,800	-1.1%	
101.83.01.05430.000	Equipment Rental	658	1,000	750	-25.0%	750	0.0%	
101.83.01.05440.000	Building & Grounds Maint. City Facilities Building & Grounds Maint. Janitorial Services IW Plaza Assessments (45300 Club Drive) City Towel/Mats/Air Freshner/Soap Dispenser Roof Maintenance Security/Fire Alarm Monitoring Services Indoor Plant Maintenance Services Civic Center Pest Control Services	119,683	125,000	44,009 41,940 8,886 6,896 6,325 4,212 2,340 1,392	116,000	-7.2%	118,000	1.7%
101.83.01.05450.000	Infrastructure City Street Sweeping Street Striping Concrete Repair Storm Drain Cleaning Signage	98,280	154,440	44,174 25,000 15,000 14,205 11,621	110,000	-28.8%	110,000	0.0%
101.83.01.05460.000	Vehicle Maintenance	23,896	20,000	20,000	0.0%	20,000	0.0%	
101.83.01.05470.000	Equipment Maintenance	4,244	5,000	5,000	0.0%	5,000	0.0%	
101.83.01.05550.000	Official Meetings/Conferences	105	500	1,250	150.0%	1,250	0.0%	
101.83.01.05560.000	Training	3,016	3,500	3,500	0.0%	3,500	0.0%	
101.83.01.05570.000	Membership & Dues	-	1,000	500	-50.0%	500	0.0%	
101.83.01.05610.000	Office Expense	609	750	500	-33.3%	500	0.0%	
101.83.01.05620.000	Reference Materials	161	500	300	-40.0%	300	0.0%	
101.83.01.05640.000	Operating/Maint Materials Fulton -Janitorial Supplies Home Depot Prudential Overall Supply Staples- Janitorial Supplies Palm Desert Ace Hardware TCC Sales Tifco Industries Other Operating Supplies	25,875	32,000	6,000 5,000 5,000 3,000 1,500 500 300 9,700	31,000	-3.1%	31,000	0.0%
101.83.01.05650.000	Minor Equipment	20,005	20,000	20,000	0.0%	20,000	0.0%	
101.83.01.05660.000	Uniforms & Clothing	3,027	4,000	4,000	0.0%	4,000	0.0%	

Public Works Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
101.83.01.05671.000 Fuel & Oil	24,905	30,000		30,000	0.0%	30,000	0.0%
101.83.01.05590.000 Holiday Decorations City Hall Holiday Decorations	16,189	30,900	20,000	20,000	-35.3%	20,600	3.0%
101.83.01.05995.000 Reimb. Credit	(150,000)	(139,000)		(140,000)	0.7%	(115,000)	-17.9%
TOTAL GENERAL FUND	886,511	954,214		1,018,377	6.7%	1,067,725	4.8%
GAS TAX FUND - 2104							
214.83.01.05990.000 Operating Expenses	70,000	55,000		50,000	-9.1%	25,000	-50.0%
TOTAL GAS TAX FUND - 2104	70,000	55,000		50,000	-9.1%	25,000	-50.0%
GAS TAX FUND - 2105							
215.83.01.05990.000 Operating Expenses	25,000	26,500		30,000	13.2%	30,000	0.0%
TOTAL GAS TAX FUND - 2105	25,000	26,500		30,000	13.2%	30,000	0.0%
GAS TAX FUND - 2106							
216.83.01.05990.000 Operating Expenses	20,000	20,000		20,000	0.0%	20,000	0.0%
TOTAL GAS TAX FUND - 2106	20,000	20,000		20,000	0.0%	20,000	0.0%
GAS TAX FUND - 2107							
217.83.01.05990.000 Operating Expenses	35,000	37,500		40,000	6.7%	40,000	0.0%
TOTAL GAS TAX FUND - 2107	35,000	37,500		40,000	6.7%	40,000	0.0%
Total Maintenance Services Program	1,036,511	1,093,214		1,158,377	6.0%	1,182,725	2.1%

Traffic Signals Program

The Traffic Signals Program is responsible for the maintenance and testing of the City's nineteen signalized intersections and safety lighting. The primary cost of the program is for utilities and repairs. The City has on staff expertise to handle most maintenance needs.

Public Works Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
Traffic Signals Program							
101.83.02.05420.000 Utilities	14,322	18,000		16,000	-11.1%	16,000	0.0%
101.83.02.05450.000 Infrastructure	28,820	30,000		31,500	5.0%	31,500	0.0%
AEGIS Traffic Signal Programing			18,500				
Shared Signal Maintenance (Palm Desert)			7,500				
JTB Supply- Signal Controller			4,000				
Shared Signal Maintenance (La Quinta)			1,500				
101.83.02.05995.000 Reimb. Credit	(31,834)	(31,000)		(25,000)	-19.4%	(25,000)	0.0%
GENERAL FUND	11,308	17,000		22,500	32.4%	22,500	0.0%
TRAFFIC SAFETY FUND							
202.83.02.05990.000 Operating Expenses	31,834	31,000		25,000	-19.4%	25,000	0.0%
TOTAL TRAFFIC SAFETY FUND	31,834	31,000		25,000	-19.4%	25,000	0.0%
Total Traffic Signals Program	43,142	48,000		47,500	-1.0%	47,500	0.0%

Recycling and Solid Waste Programs

The Solid Waste Program is responsible for the collection of residential waste and compliance with State Mandate Assembly Bill 939 to recycle 50% (percent) of all solid waste collected in the City. Funding for this program comes from a levy charged upon all residential properties within the City.

The program provides the following residential services:

- Side yard service rubbish pick up
- Bulky Item
- Christmas Trees
- Document Shred
- Electronic Waste
- Green Waste
- Household Hazardous Waste
- Sharps Disposal
- Used Motor Oil

Public Works Department

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
AB 939 RECYCLING FUND							
Recycling Program							
247.27.08.05310.000 Professional Services WM Recycling Coordinator Residential Recycling Services Identity Theft Shred	35,000	46,865	40,000 3,000 2,500	47,000	0.3%	47,000	0.0%
247.27.08.05530.000 Postage & Delivery	-	1,500		1,500	0.0%	1,500	0.0%
247.27.08.05540.000 Printing	-	5,000		5,000	0.0%	5,000	0.0%
247.27.08.05550.000 Meetings and Conferences	-	2,000		-	-100.0%	-	
247.27.08.05570.000 Membership & Dues	-	400		-	-100.0%	-	
247.27.08.05590.000 Miscellaneous Charges	-	125		-	-100.0%	-	
TOTAL AB 939 RECYCLING FUND	35,000	55,890		53,500	-4.3%	53,500	0.0%
SOLID WASTE FUND							
Solid Waste Program							
248.27.08.05310.000 Professional Services	868,421	905,000		905,000	0.0%	905,000	0.0%
248.27.08.05330.000 Postage & Delivery	1,377	-		1,500	100.0%	1,500	0.0%
TOTAL SOLID WASTE FUND	869,798	905,000		906,500	0.2%	906,500	0.0%

Eldorado Drive LLMD

Established in 1979, this program provides for lighting and landscaping along the parkways and medians of Eldorado Drive and Highway 111 to Fairway. This includes trimming of edges, mowing of turf, color planting, and trimming of trees.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Eldorado Drive LLMD A1							
271.84.01.05310.000 Professional Services	1,901	2,000		2,000	0.0%	2,040	2.0%
271.84.01.05420.000 Utilities	6,215	8,000		8,000	0.0%	8,160	2.0%
271.84.01.05440.000 Building & Grounds Maint.	9,064	10,000		17,200	72.0%	17,544	2.0%
271.84.01.05640.000 Maintenance Materials	468	2,000		-	-100.0%	-	
Total Eldorado Drive LLMD	17,648	22,000		27,200	23.6%	27,744	2.0%

Montecito/Stardust LLMD

Established in 1980, this program provides for lighting and landscaping along the parkways of Rancho Palmeras Drive (west side) from Highway 111 to Montecito/Stardust entrance (and includes the entrance). This includes trimming of edges, mowing of turf, color planting, and trimming of trees.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Montecito/Stardust LLMD A2							
272.84.02.05310.000 Professional Services	297	300		320	6.7%	326	2.0%
272.84.02.05420.000 Utilities	4,334	2,500		4,000	60.0%	4,080	2.0%
272.84.02.05440.000 Building & Grounds Maint.	8,601	9,500		8,400	-11.6%	8,568	2.0%
272.84.02.05640.000 Maintenance Materials	2,843	1,300		1,500	15.4%	1,530	2.0%
Total Montecito/Stardust LLMD	16,075	13,600		14,220	4.6%	14,504	2.0%

Casa Dorado LLMD

Established in 1981, this program provides for lighting and landscaping on the south side frontage of Highway 111 from Rancho Palmeras to Casa Dorado entrance (maintained by Casa Dorado and reimbursed by district). This includes trimming of edges, mowing of turf, color planting, and trimming of trees.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Casa Dorado LLMD A3							
273.84.03.05310.000 Professional Services	618	700		700	0.0%	714	2.0%
273.84.03.05330.000 Other Contracted Services	19,930	20,650		21,300	3.1%	21,726	2.0%
Total Casa Dorado LLMD	20,548	21,350		22,000	3.0%	22,440	2.0%

The Cove LLMD

Established in 1983, this Landscape and Lighting District was formed to reimburse the Homeowner's Association for the landscaping contracted for by the HOA at the entrance of the Cove on Cook Street. The Landscaping and Lighting Maintenance District provides for the trimming of edges, mowing of turf, color planting, and trimming of trees.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
The Cove LLMD A5B							
274.84.07.05310.000 Professional Services	324	400		400	0.0%	408	2.0%
274.84.07.05330.000 Other Contracted Services	16,454	17,000		17,600	3.5%	17,952	2.0%
Total The Cove LLMD	16,778	17,400		18,000	3.4%	18,360	2.0%

SH111/IWGR Entrance LLMD

Established in 1985, this Landscape and Lighting District was formed to maintain the parkway (curb to fence lines) on the east side of Eldorado Drive, from the block wall north of the Civic Center property, northeasterly 1,004 feet to storm channel. This area includes landscaping in the parkway area in front of fountains, palm trees in front and behind walls along the north side of Hwy 111, from the Civic Center to east end of the Resort. The center median, parkways and palm trees behind fountain, north end of street and parking area, east side of the Golf Resort entry street (Indian Wells Lane, north), from Hwy 111 to parking area are also included within this district.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
SH 111/IWGR (Entrance) LLMD A8							
275.84.08.05310.000 Professional Services	66	2,400		1,000	-58.3%	1,020	2.0%
275.84.08.05420.000 Utilities	18,863	65,000		40,000	-38.5%	40,800	2.0%
275.84.08.05440.000 Building & Grounds Maint.	71,198	45,000		98,550	119.0%	100,521	2.0%
275.84.08.05640.000 Maintenance Materials	9,912	36,000		2,500	-93.1%	2,550	2.0%
Total SH 111/IWGR (Entrance) LLMD	100,039	148,400		142,050	-4.3%	144,891	2.0%

Club/IW Lane LLMD

Established in 1985, this District provides for lighting and landscaping of the parkway on the south side of Highway 111, from Club Drive to a point approximately 600 feet west of Club Drive. Additionally, the parkway on both sides (curb to block wall) of Club Drive south of Highway 111 from a point approximately 100 feet south of Highway 111 to driveways north of guard shack. This includes trimming of edges, mowing of turf, color planting, and trimming of trees.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Club/IW Lane LLMD A11A							
276.84.11.05310.000 Professional Services	56	100		100	0.0%	102	2.0%
276.84.11.05420.000 Utilities	4,184	6,000		2,000	-66.7%	2,040	2.0%
276.84.11.05440.000 Building & Grounds Maint.	8,446	9,000		15,300	70.0%	15,606	2.0%
276.84.11.05640.000 Maintenance Materials	-	2,500		500	-80.0%	510	2.0%
Total Club/IW Lane LLMD	12,686	17,600		17,900	1.7%	18,258	2.0%

Colony LLMD

Established in 1997, this program is for the maintenance and landscaping of the frontage property on the south side of Highway 111 west of Manitou to the boundary of the tract. This includes the trimming of edges, mowing of turf color planting and trimming of trees.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Colony LLMD C							
277.84.15.05310.000 Professional Services	324	350		350	0.0%	357	2.0%
277.84.15.05420.000 Utilities	10,133	13,000		11,500	-11.5%	11,730	2.0%
277.84.15.05440.000 Building & Grounds Maintenance	19,622	21,000		41,250	96.4%	42,075	2.0%
277.84.15.05640.000 Maintenance Materials	158	1,000		-	-100.0%	-	
Total Colony LLMD	30,237	35,350		53,100	50.2%	54,162	2.0%

Colony Cove Estates LLMD

Established in 1998, this program is for the maintenance and landscaping of the frontage property on the south side of Highway 111 from 411 feet east of Club Drive to the boundary of the tract. This includes the trimming of edges, mowing of turf, color planting and trimming of trees.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Colony Cove Estates LLMD D							
278.84.17.05310.000 Professional Services	64	100		100	0.0%	102	2.0%
278.84.17.05420.000 Utilities	1,747	3,000		2,000	-33.3%	2,040	2.0%
278.84.17.05440.000 Building & Grounds Maintenance	3,399	4,000		7,650	91.3%	7,803	2.0%
278.84.17.05640.000 Maintenance Materials	21	3,000		500	-83.3%	510	2.0%
Total Colony Cove Estates LLMD	5,231	10,100		10,250	1.5%	10,455	2.0%

Desert Horizons LLMD

Established in 1996, this program provides for lighting and landscaping of the perimeter of Desert Horizons Country Club, excluding the frontage of the Nest, and the City's property at the north east corner of Hwy 111 and Cook Street. The program includes the trimming of edges, mowing of turf, annual color planting and trimming of trees and shrubs.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Desert Horizons LLMD E							
279.84.18.05310.000 Professional Services	2,695	2,700		2,700	0.0%	2,754	2.0%
279.84.18.05330.000 Other Contracted Services	380,780	316,215		325,000	2.8%	331,500	2.0%
Total Desert Horizons LLMD	383,475	318,915		327,700	2.8%	334,254	2.0%

Mountain Gate LLMD

Established in 1999, this program provides for lighting and landscaping along the parkway on the south side of Highway 111, fronting the Mountain Gate Development, Tract 16595. More specifically, it is located approximately 425 feet east of Manitou Drive and extends 1000' to the east. The LLMD includes professional landscaping maintenance to keep the parkway green and clean, and the flowers in bloom year-round.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Mountain Gate A19							
280.84.19.05310.000 Professional Services	257	300		300	0.0%	306	2.0%
280.84.19.05420.000 Utilities	5,303	7,500		6,000	-20.0%	6,120	2.0%
280.84.19.05440.000 Building & Ground Maintenance	26,574	28,500		25,900	-9.1%	26,418	2.0%
280.84.19.05640.000 Maintenance Materials	307	5,500		2,000	-63.6%	2,040	2.0%
Total Mountain Gate LLMD	32,441	41,800		34,200	-18.2%	34,884	2.0%

City Parkways

This program accounts for the landscape and lighting maintenance provided by the General Fund in various areas of the City. This program provides for annual landscape maintenance, repair, and renovations.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GENERAL FUND							
City Parkways							
101.84.20.05420.000 Utilities	81,270	134,525		135,000	0.4%	135,000	0.0%
101.84.20.05440.000 Bldg & Grounds Maintenance	455,373	526,700		537,000	2.0%	537,000	0.0%
Gen'l Fund Areas - Lndsp Maint							
Hwy 111/Eldorado lot maintenance							
Irrigation repairs							
Landscape upgrades							
Lighting							
LLMD A8 for City Land							
Misc. Landscaping							
Plant replacement							
Walk of Honor (color change)							
101.84.20.05640.000 Maint. and Capital Replacement	123,317	100,000		102,000	2.0%	104,000	2.0%
101.84.20.05995.000 Reimb. Credit	(231,000)	(239,000)		(300,000)	25.5%	(245,000)	-18.3%
TOTAL GENERAL FUND	428,960	522,225		474,000	-9.2%	531,000	12.0%
MEASURE "A" FUND							
204.84.20.05990.000 Operating Expenses	231,000	239,000		300,000	25.5%	245,000	-18.3%
TOTAL MEASURE "A" FUND	231,000	239,000		300,000	25.5%	245,000	-18.3%
Total City Parkways	659,960	761,225		774,000	1.7%	776,000	0.3%

Mountain Gate Estates LLMD

Established in 2000, this program provides for lighting and landscaping along the parkway on the south side of Highway 111, fronting the Mountain Gate Estates, Tract 27747-1. More specifically, it is located approximately 179 feet east of Manitou Drive and extends 250' to the east. The LLMD includes professional landscaping maintenance to keep the parkway green and clean, and the flowers in bloom year-round.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Mountain Gate Estates LLMD A20							
281.84.21.05310.000 Professional Services	88	100		100	0.0%	102	2.0%
281.84.21.05420.000 Utilities	1,770	3,500		2,500	-28.6%	2,550	2.0%
281.84.21.05440.000 Building & Ground Maintenance	4,223	4,600		8,550	85.9%	8,721	2.0%
281.84.21.05640.000 Maintenance Materials	419	3,500		1,000	-71.4%	1,020	2.0%
Total Mountain Gate Estates LLMD	6,500	11,700	-	12,150	3.8%	12,393	2.0%

Villagio LLMD

Established in 2000, this program provides for lighting and landscaping along the parkway on the south side of Highway 111, fronting Villagio, Tract 29502. More specifically, it is located approximately 1425 feet east of Manitou Drive and extends to the east until Mountain Cove. The LLMD includes professional landscaping maintenance to keep the parkway green and clean, and the flowers in bloom year-round.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Villagio LLMD A21							
282.84.22.05310.000 Professional Services	506	550		550	0.0%	561	2.0%
282.84.22.05420.000 Utilities	14,995	23,000		5,000	-78.3%	5,100	2.0%
282.84.22.05440.000 Building & Ground Maintenance	58,466	61,000		69,500	13.9%	70,890	2.0%
282.84.22.05640.000 Maintenance Materials	2,371	6,000		16,000	166.7%	16,320	2.0%
Total Villagio LLMD	76,338	90,550		91,050	0.6%	92,871	2.0%

Vaidya LLMD

Established in 2003, this program provides for lighting and landscaping along the south side of Highway 111 and east of Manitou Drive, Tract 27747. The LLMD includes professional landscaping maintenance to keep the landscaping green and clean, and the flowers in bloom year-round.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Vaidya LLMD A22							
283.84.23.05310.000 Professional Services	78	100		100	0.0%	102	2.0%
283.84.23.05420.000 Utilities	571	1,500		950	-36.7%	969	2.0%
283.84.23.05440.000 Building & Ground Maintenance	2,678	3,000		2,650	-11.7%	2,703	2.0%
283.84.23.05640.000 Maintenance Materials	-	250		-	-100.0%	-	
Total Vaidya LLMD	3,327	4,850		3,700	-23.7%	3,774	2.0%

Club, South of 111 LLMD

Established in 1998, this District consists of parcels along Club Drive between Highway 111 and Sandpiper Drive. The Landscaping and Lighting Maintenance District provides for the trimming of edges, mowing of turf, color planting, and trimming of trees.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Club, South of 111 LLMD A11C							
284.84.13.05310.000 Professional Services	40	100		100	0.0%	102	2.0%
284.84.13.05420.000 Utilities	462	1,000		5,000	400.0%	5,100	2.0%
284.84.13.05440.000 Building & Grounds Maint.	4,584	4,900		3,450	-29.6%	3,519	2.0%
284.84.13.05640.000 Maintenance Materials	406	1,000		-	-100.0%	-	
Total Club, South of 111 LLMD	5,492	7,000		8,550	22.1%	8,721	2.0%

Montelena LLMD

Established in 2003, this program provides for lighting and landscaping along the southeast corner of Highway 111 and Eldorado Drive, Tract 31200. The LLMD includes professional landscaping maintenance to keep the landscaping green and clean, and the flowers in bloom year-round.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Montelena LLMD A23							
285.84.24.05310.000 Professional Services	348	400		400	0.0%	408	2.0%
285.84.24.05420.000 Utilities	9,757	15,000		13,250	-11.7%	13,515	2.0%
285.84.24.05440.000 Building & Ground Maintenance	47,380	49,000		46,200	-5.7%	47,124	2.0%
285.84.24.05640.000 Maintenance Materials	775	-		900	100.0%	918	2.0%
Total Montelena LLMD A23	58,260	64,400		60,750	-5.7%	61,965	2.0%

Sundance LLMD

Established in 2004, this program provides for lighting and landscaping maintenance to the entry of the Sundance tract on the west side of El Dorado Drive along the south side of Highway 111. The program includes the trimming of edges, mowing of turf, annual color planting and trimming of trees and shrubs.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Sundance LLMD A25							
286.84.25.05310.000 Professional Services	203	250		250	0.0%	255	2.0%
286.84.25.05330.000 Other Contracted Services	39,000	39,780		40,577	2.0%	41,389	2.0%
286.84.25.05640.000 Maintenance Materials	549	2,500		2,500	0.0%	2,550	2.0%
Total Sundance LLMD	39,752	42,530		43,327	1.9%	44,194	2.0%

Province LLMD

Established in 2007, this program provides for lighting and landscaping maintenance to the entry of the Province tract on southeast corner of Cook Street and Highway 111. The program includes the trimming of edges, mowing of turf, annual color planting and trimming of trees and shrubs.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Province LLMD A26							
287.84.26.05310.000 Professional Services	592	670		650	-3.0%	663	2.0%
285.84.26.05440.000 Building & Ground Maintenance	154,992	155,000		159,500	2.9%	162,690	2.0%
285.84.26.05640.000 Maintenance Materials	-	4,500		-	-100.0%	-	0.0%
Total Province LLMD	155,584	160,170		160,150	0.0%	163,353	2.0%

Province Drainage Benefit Assessment District

Established in 2007, this program provides and maintains improvements within the Indian Wells Drainage Benefit Assessment District No. 1. The District lies on the southeast corner of Cook Street and Highway 111.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Province DBAD							
288.84.27.05310.000 Professional Services	1,607	10,000		10,000	0.0%	10,000	0.0%
288.84.27.05420.000 Utilities	-	5,000		-	-100.0%	-	0.0%
288.84.27.05440.000 Building & Ground Maintenance	28,820	40,000		45,000	12.5%	45,000	0.0%
288.84.27.05640.000 Maintenance Materials	-	5,000		5,000	0.0%	5,000	0.0%
Total Province DBAD	30,427	60,000		60,000	0.0%	60,000	0.0%

Street Lighting District 2000-01

Established in 2000, this program provides for street lighting services in the Indian Wells Village area between Fred Waring Drive, Elkhorn Trail, and Warner Trail. The operation, maintenance, and servicing of the street lighting and appurtenant facilities located in public places within the boundary of the district.

Lighting, Landscape & Maintenance Districts

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
Street Lighting District 2000-01							
251.85.01.05310.000 Professional Services	165	150		180	20.0%	180	0.0%
251.85.01.05420.000 Utilities	982	1,325		1,325	0.0%	1,325	0.0%
Total Street Lighting District 2000-01	1,147	1,475		1,505	2.0%	1,505	0.0%

Fire Access Maintenance District No. 1 (FAMD)

Indian Wells Fire Access Maintenance District No. 1(FAMD) oversees maintaining and operating access roadways, rights of way and easements for fire protection purposes. A Board of Directors, which includes one representative of the Indian Wells Country Club and six elected resident members provide direction to a management company providing day-to-day operations. The District levies an annual assessment to provide for operations.

Fire Access Maintenance District No. 1

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
FAMD FUND							
209.86.01.05310.000 Professional Services	93,029	114,330		143,000	25.1%	146,000	2.1%
Management Services			78,000				
Engineering Services			30,000				
Legal Services			30,000				
FAMD Levy Services			5,000				
209.86.01.05330.000 Other Contracted Services	801,911	839,450		829,500	-1.2%	853,500	2.9%
Security Services Contract			805,000				
Computers, Transponders & Software (AMS)			24,500				
209.86.01.05420.000 Utilities	23,189	36,050		38,000	5.4%	41,000	7.9%
Electricity			23,000				
Water			15,000				
209.86.01.05440.000 Building & Grounds Maint.	120,409	84,460		102,850	21.8%	103,950	1.1%
Landscape Maint			28,000				
Sirit Tags			15,000				
Irrigation Repairs			13,000				
Repairs			7,000				
Fountain Maint			6,500				
Gatehouse Repairs			6,500				
Light Maintenance			6,500				
Misc Landscape Projects			5,500				
Christmas Decorations			5,000				
Gate Maint			3,000				
Signage			3,000				
Pest Control			2,250				
Gate Cleaning			1,600				
209.86.01.05450.000 Infrastructure	91,648	177,890		105,000	-41.0%	130,000	23.8%
209.86.01.05520.000 Communications	11,902	11,815		12,000	1.6%	12,000	0.0%
209.86.01.05610.000 Office Expense	11,180	9,785		10,500	7.3%	11,000	4.8%
209.86.01.05630.000 Operating Materials	1,379	1,545		1,500	-2.9%	1,500	0.0%
209.86.01.05650.000 Minor Equipment	334	2,500		2,500	0.0%	2,500	0.0%
209.86.01.05916.000 Indirect Costs	15,000	15,000		15,000	0.0%	15,000	0.0%
TOTAL FAMD FUND	1,169,981	1,292,825		1,259,850	-2.6%	1,316,450	4.5%

Indian Wells Golf Resort Program

The Indian Wells Golf Resort Program is responsible for the operations at the Indian Wells Golf Resort. Day-to-day operations are provided by Troon Golf, LLC consistent with an agreement entered into in 2014. This program also accounts for City oversight including salaries and benefits, auditing services, and maintenance.

Indian Wells Golf Resort

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
GOLF RESORT FUND							
Golf Resort Contract							
560.67.01.05050.000 Operations	12,828,291	13,644,540		13,886,109	1.8%	14,163,831	2.0%
Total Golf Resort Contract	12,828,291	13,644,540		13,886,109	1.8%	14,163,831	2.0%
Golf Resort Administration							
560.67.02.05110.000 Regular Employees (0.18 FTE)	-	-		30,585	100.0%	31,191	2.0%
560.67.02.05210.000 Retirement - Employee	-	-		2,447	100.0%	2,495	2.0%
560.67.02.05211.000 Retirement - Employer	-	-		6,078	100.0%	6,406	5.4%
560.67.02.05220.000 FICA	-	-		1,743	100.0%	1,755	0.7%
560.67.02.05230.000 Group Insurance	-	-		4,285	100.0%	4,577	6.8%
560.67.02.05240.000 Benefit Unfunded Liability	-	-		3,906	100.0%	4,005	2.5%
560.67.02.05251.000 Retirement 401A	-	-		765	100.0%	780	2.0%
560.67.02.05260.000 Vehicle Allowance	-	-		584	100.0%	584	0.0%
560.67.02.05261.000 Employee FICA Benefit	-	-		1,299	100.0%	1,303	0.3%
Total Salary and Benefits	-	-		51,692	100.0%	53,096	2.7%
560.67.02.05310.000 Professional Services Audit, Golf Resort	40,677	41,200	41,200	41,200	0.0%	42,436	3.0%
560.67.02.05440.000 Bldg. & Grounds Maintenance	76,153	148,842		75,000	-49.6%	75,000	0.0%
Total Golf Resort Administration	116,830	190,042		167,892	-11.7%	170,532	1.6%
Total GOLF RESORT FUND	12,945,121	13,834,582		14,054,001	1.6%	14,334,363	2.0%

Club Drive Program

The Club Drive Program accounts for expenses of the City's rental property located at 45-200 Club Drive. Program costs include administrative allocations, utilities, and maintenance costs attributed to the facility.

Club Drive Property

Account Number	2013/2014 Year End Actual	2014/2015 Adjusted Budget	2015/2016 Budget Detail	2015/2016 Projected Appropriation	% change	2016/2017 Projected Appropriation	% change
CLUB DRIVE PROPERTY FUND							
561.65.01.05110.000	-	-		6,858	100.0%	6,994	2.0%
561.65.01.05210.000	-	-		549	100.0%	560	2.0%
561.65.01.05211.000	-	-		1,378	100.0%	1,452	5.4%
561.65.01.05220.000	-	-		444	100.0%	448	0.9%
561.65.01.05230.000	-	-		1,198	100.0%	1,280	6.8%
561.65.01.05240.000	-	-		1,085	100.0%	1,113	2.6%
561.65.01.05251.000	-	-		171	100.0%	175	2.3%
561.65.01.05260.000	-	-		109	100.0%	109	0.0%
561.65.01.05261.000	-	-		344	100.0%	347	0.9%
Total Salary and Benefits	-	-		12,136	100.0%	12,478	2.8%
561.65.01.05420.000	-	-		8,500	100.0%	9,000	5.9%
Electric			8,000				
Water			500				
Gas							
561.65.01.05440.000	-	-		11,500	100.0%	12,000	4.3%
Building & Grounds Maint.							
IW Plaza Assessments			6,500				
Janitorial			3,000				
Miscellaneous			2,000				
561.65.01.05640.000	-	-		1,000	100.0%	1,000	0.0%
TOTAL CLUB DRIVE PROPERTY FUND	-	-		33,136	100.0%	34,478	4.0%

FY 2015/16 to 2020/21 CIP Project Descriptions

PUBLIC SAFETY:

Frazer Ambulance Box Remount

Location: Fire Station - Eldorado Drive

Description: Refurbish reserve medic unit 355 with a new truck chassis and overhaul of the existing Frazer ambulance box. Reserve medic unit 355 will reach an age and mileage replacement standard of the Fire Department in FY16/17. The medic boxes utilized by the City can be rehabilitated instead of needing direct replacement, saving costs. Once refurbished, medic unit 355 will be placed in service as the front line medic unit, moving medic unit 55 to the reserve status.

Energy Efficiency and Living Space Improvements to Indian Wells Fire Station

Location: Fire Station - Eldorado Drive

Description: The project would be a major overhaul of the aging station. The project would include improved sleeping quarters with permanent cabinetry and doors for firefighter sleeping quarters, removal of carpet for conditioned concrete floors, a rehabilitated workshop area in the apparatus bay, and if cost effective, the creation of a common area workout room. The workout room would be created by placing a roof over an existing central courtyard enclosed with single pane glass windows. The overall project seeks to better maximize the footprint space of the station and improve energy efficiency.

Police Motorcycle

Location: Police - Eldorado Drive

Description: The City's only traffic motorcycle will surpass the standard 80,000-mile replacement threshold sometime in FY16/17. The City will replace the motorcycle with a new model once the current vehicle surpasses the mileage threshold.

Police Substation Improvements

Location: Police – Eldorado Drive

Description: Project to refurbish the existing cabinetry and desktops in the Police Substation, remove flooring for conditioned concrete, and make cost effective energy efficiency improvements.

FAMD:

Miscellaneous Projects

Location: Various locations

Description: Roadway maintenance is the primary objective for the FAMD over the next few years. Maintenance includes slurry coating, localized asphalt repairs, and asphalt overlays. There is also funding for gatehouse interior remodels.

LANDSCAPE & LIGHTING DISTRICT:

Renovate Fountains on Indian Wells Lane

Location: Highway 111 on the east and west corner of Indian Wells Lane

Description: Retrofit and re-plumb the hydraulic system to increase efficiency and be able to use all three tiers of the fountain without increasing energy costs.

Indian Wells Lane Median

Location: Indian Wells Lane

Description: The existing median palm trees have reached their maximum height and the turf areas between the palm trees have accumulated soil and shed irrigation water because of their mounding. The project will replace the existing 60-foot palms with a uniform row of 20-foot high palms and reduce the turf area by creating flowerbeds watered with drip irrigation.

INFRASTRUCTURE:

Paint Maintenance Building, Fire Station and EOC

Location: Eldorado Drive at the respective Maintenance Building, Fire Station, and EOC Buildings

Description: The buildings described are in need of paint; this project will seal minor cracks in the building and provide a fresh coat of paint on the exterior of each structure.

Council Chamber Rehabilitation

Location: City Hall

Description: The existing stadium seating will need replacement in a couple years. The Staff table needs reconfiguration to provide additional space for presentations.

Traffic Signal Upgrade/Wiring

Location: Intersections with Highway 111 Indian Wells Lane, Club Drive, Miles Avenue, Eldorado Drive, Mountain View Cove

Description: The existing signal wiring has become unreliable because of the age and type of wiring (single wire). The project is to rewire the intersection replacing the single strand wire to bundled wire (3-wire in plastic sheath) to increase the life and reliability of the system. The project also includes replacing the weathered and corroded signal heads and replacing the signal cabinets that can accommodate new technology.

Bus Shelter Rehabilitation & Concrete

Location: Various locations along Highway 111

Description: The Bus Shelters along Highway 111 are in need of painting and many of the benches are broken and need replacement. The flagstone pad that extends from the bus shelter to the curb are chipped and presents a tripping hazard. The pads will be replaced with concrete.

Club Drive Sidewalk & Mailbox Relocation

Location: Club Drive from the gate into Indian Wells Country Club to the intersection with Highway 111.

Description: FAMD Staff has expressed a concern for the lack of sidewalk from the Indian Wells Country Club to Highway 111. They report pedestrians from the Indian Wells Country Club are walking in the street or through the commercial center to reach the Highway 111 corner. Staff has applied for a Community Development Block Grant (CDBG) to construct an ADA compliant sidewalk from the Club Drive gate to Highway 111. This project is coordinated with an FAMD project to construct sidewalks within the private community.

Pedestrian Bridge Repair (Hwy 111)/Slope Protection/Drain Outlet

Location: South of Highway 111 East and West of the Deep Canyon Bridge.

Description: During the storm last September, the bank on either side of the pedestrian bridge suffered severe erosion. Watkins Landmark provided a cost estimate for the repairs of over \$100,000. Staff determined that the cost to repair the slope warranted an engineered solution to reduce the likelihood of erosion reoccurring. This project proposes to contract for engineering and bid the final design for construction.

Sidewalk Along Washington Street

Location: West side of Washington Street between Miles Avenue and the Whitewater River Bridge.

Description: There is a gap in the sidewalk system along Washington Street south of Miles Avenue, extending to the Whitewater River Bridge. Staff has applied for SB821 State Grant funding which will fund 50% of the project cost to construct this missing link of sidewalk.

Cook Street Pavement R&R

Location: Cook Street between Highway 111 and Fred Waring Drive

Description: Cook Street is one of the lower rated streets within the City's Pavement Management Program and Staff has received approval for partial funding to reconstruct this segment of the street. The median curb height has been reduced by past year's overlay projects so this project will grind off all asphalt and repave restoring the original curb height.

Fred Waring Bridge Replacement Study

Location: Fred Waring Bridge located east of Eldorado Drive

Description: In the past, Fred Waring was closed due to the volume of storm water running in the Whitewater River exceeded the capacity of the pipes under the roadway and the water flowed over the street. Staff is working with a consultant to leverage Caltrans Bridge Funds and CVAG project contributions to have a pier bridge built. Caltrans awarded the City \$500,000 to perform an engineering study to determine the details of the proposed bridge requirements. Once the funds are cleared through SCAG and RCTC, Staff will contract.

IW Village Underground Utility Project Rule 20B (Slurry)

Location: Warner Trail, Dakota Trail, Elkhorn Trail, Arapahoe Vista, Blackfoot Drive and Cheyenne Drive.

Description: The overhead utility undergrounding project has left trench lines in the streets of the Villages area. Application of slurry seal to these streets will provide a uniform look to the streets and serves as a preventative measure that prolongs the useful life for these roadways.

Pavement Management

Location: Various locations

Description: The City uses the Pavement Management Program to rate the condition of the City's street. The 2014/15 PMP report identified the City's average Pavement Condition Index (PCI) in the "Very Good" range. This project will implement the recommended pavement treatments to the roadways with the lowest PCI to maintain the City's "Very Good" overall roadway conditions.

45-300 Club Drive Remodel

Location: 45-300 Club Drive

Description: The existing building does not comply with the current building code. Staff has solicited a structural engineer to produce plans that will bring the building into building code compliance. In addition, a study session with the City Council determined that an effective use of the building would be off site supplemental storage for City Hall. The project will construct structural upgrades and tenant improvements to accommodate the storage needs of the City.

Fred Waring Storm Drain Improvement

Location: Fred Waring overcrossing at the low point of the roadway.

Description: The drainage inlet on the north side of Fred Waring fails because of debris during a heavy rain event. Modifying the drainage inlet with a larger inlet and a self-cleaning, bicycle safe grate will reduce the chance of ponding water obstructing the curb lane.

Drainage Master Plan

Location: City Wide

Description: The City's drainage master plan, completed in 1998, is due for an update. This project will update the City Wide Drainage Master Plan.

Storm Water Damage Curb & Gutter

Location: Various locations along Highway 111

Description: During heavy or prolonged rain events, the existing curb configuration at various locations along Highway 111 becomes overwhelmed with storm water runoff. Staff is proposing to reconfigure the drainage inlet so the storm water is removed and not ponding on the roadway.

Add Drip Irrigation to Eldorado, Rancho Palmeras & Cook St.

Location: Eldorado Drive, Rancho Palmeras and Cook Street medians all north of Highway 111.

Description: Staff tested a method of irrigating turf from underground as opposed to the conventional overhead irrigation. The test area was located on Eldorado Drive just west of the Eldorado.

Wash Landscaping

Location: Whitewater River Channel between Fred Waring Drive and Eldorado Drive.

Description: The Whitewater River Channel in the area between Fred Waring and the Eldorado Bridge is landscaped in turf. Because of water savings and the Governor's water conservation mandate, Staff is proposing to change the landscaping to a drought tolerant pallet with minimum impact to the hydraulics of the channel.

City Vehicle Replacement

Location: City Hall

Description: The City owns a modest fleet approximately 10 street legal vehicles. Staff is comparing the cost of ownership of the City's older vehicles to their value to determine which fleet vehicle needs replacement. The goal is to have a safe, functional, and reliable fleet.

ART IN PUBLIC PLACES:

Hwy 111 Art

Location: Various areas along Highway 111

Description: Through Council direction, the City is studying the best location and art piece to place along Highway 111. The one specific location in this study is the northeast corner of Highway 111 and Cook Street.

City of Indian Wells Capital Improvement Project Schedule and 5 Year Projection

Service Area	Fund	Project	Project Description	Project Status	2015/16	2016/17	2017/18	2018/19	2019/20	Total	City Paid	Outside Agency, Developer Fees, or Other Grant	Reimbursing
					Cash Flow	Project	Capital Cost	Reimbursement	Agency				
Public Safety													
	228	99.64	Frazer Ambulance Box Remount			130,000				130,000	-	130,000	Fire Fund
	228	91.00	Remodel Fire Station		200,000					200,000	-	200,000	Fire Fund
	316	99.64	Police Motorcycle			30,000				30,000	30,000		
	316	91.00	Police Substation Improvemnts			25,000				25,000	25,000		
			Total Public Safety		200,000	185,000	-	-	-	385,000	55,000	330,000	
FAMD													
	209	93.00	Miscellaneous Projects		261,000	214,000	200,000	200,000	200,000	1,075,000		1,075,000	FAMD
			Total FAMD		261,000	214,000	200,000	200,000	200,000	1,075,000		1,075,000	
Landscape & Lighting District													
	275	98.00	Renovate fountains on Indian Wells Lane					75,000		75,000		75,000	LLMD
	275	98.00	Indian Wells Lane Median		100,000					100,000		100,000	LLMD
			Total Landscape & Lighting District		100,000	-	-	75,000	-	175,000	-	175,000	
Infrastructure													
	316	91.45	Paint Maintenance Bldg., Fire Station and EOC				45,500			45,500	45,500		
	316	91.45	Council Chamber Rehabilitation				43,000			43,000	43,000		
	316	92.00	Traffic Signal Upgrade/Wiring (5-different intersections)		125,000	125,000	125,000	125,000	125,000	625,000	625,000		
	316	92.00	Bus Shelter Rehabilitation - Paint/Concrete			75,000				75,000	75,000		
	316	92.00	Club Drive Sidewalk/Relocate Mailbox		130,000					130,000	70,000	60,000	CDBG
	316	92.00	Ped Bridge Repair (Hwy 111)/Slope Protection/Drain Outlet		150,000					150,000	150,000		
	316	92.00	Sidewalk Along South Side of Fairway Drive					75,000		75,000	75,000		
	316	92.00	Sidewalk Along Washington Street		40,000					40,000	20,000	20,000	State of CA SB821
	316	93.00	Cook Street Pavement R & R		400,000					400,000	400,000		
	316	93.00	Fred Waring Bridge Replacement Study		500,000					500,000		500,000	CalTrans Grant
	316	93.07	IW Village Underground Utility Project Rule 20B (Slurry)		100,000					100,000	100,000		
	316	93.25	Pavement Management	on-going project	167,000	1,060,000		155,000	26,000	1,408,000	1,408,000		
	316	93.38	45-300 Club Drive Remodel	estimate of roll forward	153,868					153,868	153,868		
	316	96.00	Fred Waring Storm Drain Improvement			50,000				50,000	50,000		
	316	96.00	Drainage Master Plan				50,000			50,000	50,000		
	316	96.00	Storm Water Damage Curb & Gutter		10,000					10,000	10,000		
	316	98.00	Add Drip Irrigation to Eldorado, Rancho Palmeras & Cook St.		35,000					35,000	35,000		
	316	98.00	Wash Landscaping			200,000				200,000	200,000		
	316	99.64	City Vehicle Replacement	on-going project	25,000		25,000			50,000	50,000		
			Total Infrastructure		1,835,868	1,510,000	288,500	355,000	151,000	4,140,368	3,560,368	580,000	
Art in Public Places													
	319	93.30	Hwy 111 Art	estimate of roll forward	400,000					400,000		400,000	Art in Public Places
			Total Art in Public Places		400,000	-	-	-	-	400,000	-	400,000	
Indian Wells Golf Resort													
	560	99.00	Golf Resort Capital Improvement		1,112,654	317,846	962,756	1,604,363	770,919	4,768,538	4,768,538		
			Total Indian Wells Golf Resort		1,112,654	317,846	962,756	1,604,363	770,919	4,768,538	4,768,538	-	
Total					3,909,522	2,226,846	1,451,256	2,234,363	1,121,919	10,943,906	8,383,906	2,560,000	



INDIAN WELLS

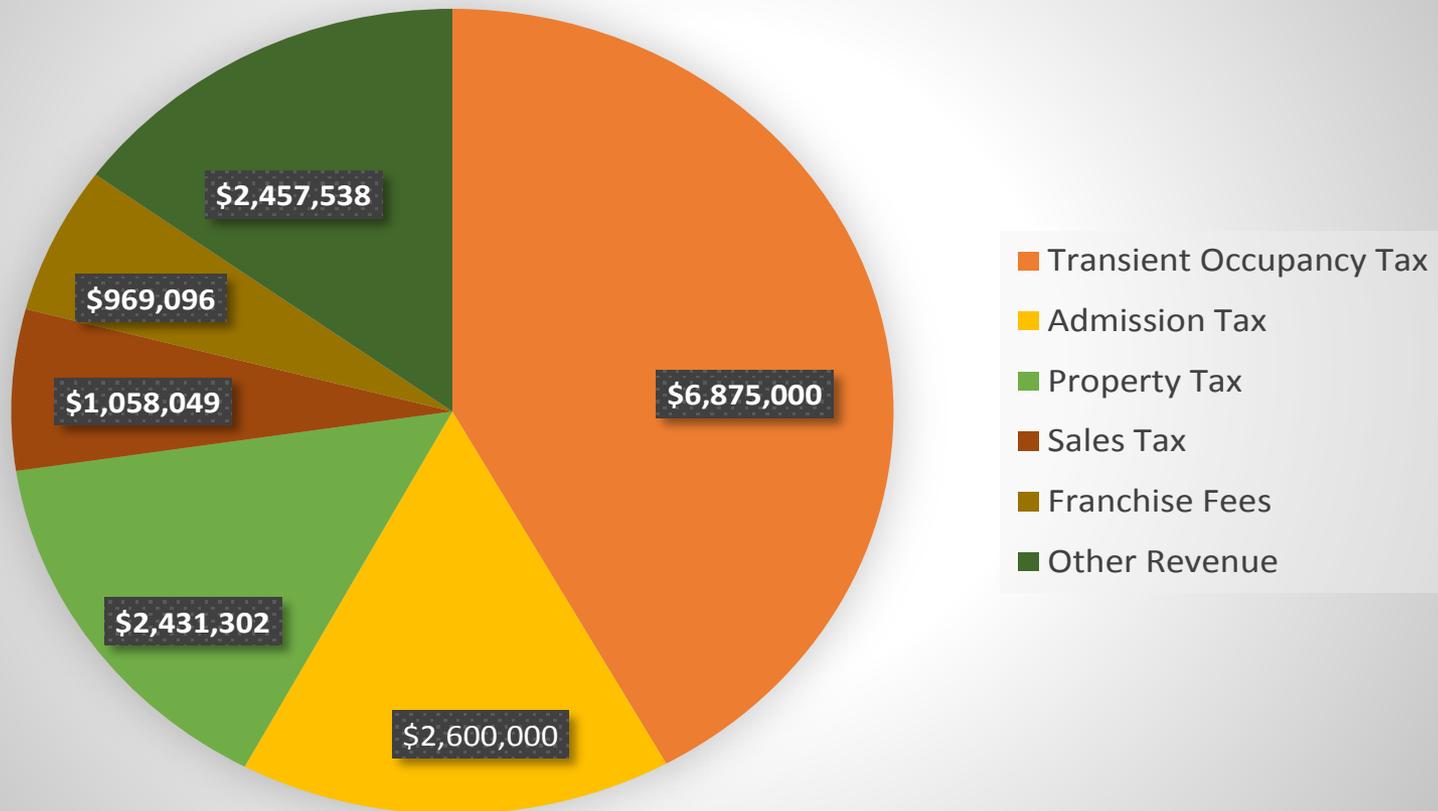
City Operating and Capital Budgets for
Fiscal Years 2015-2017
Council Study Session

May 21, 2015



Where do our revenues come from?

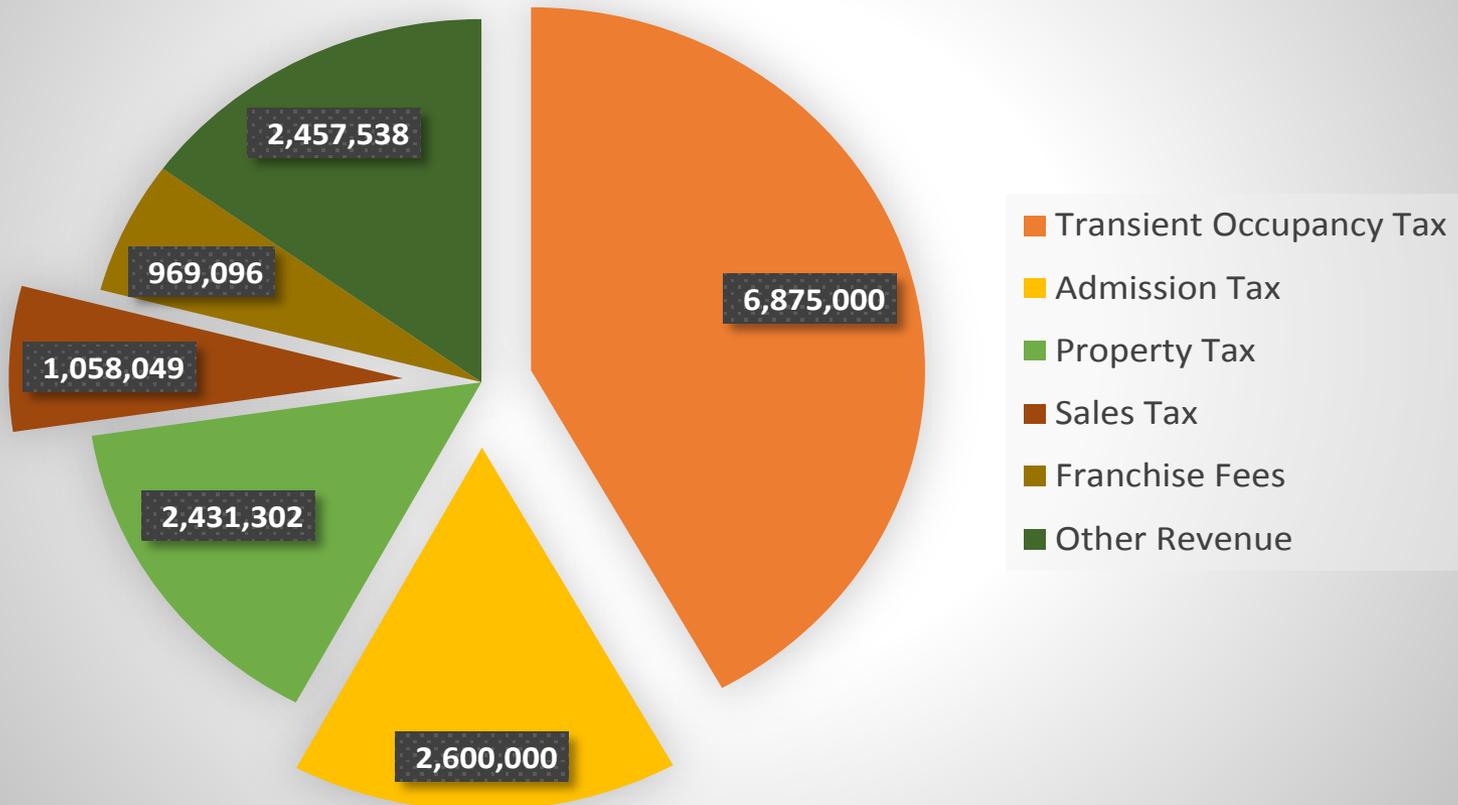
Total FY2016 Revenues - \$16.4 Million





Where do our revenues come from?

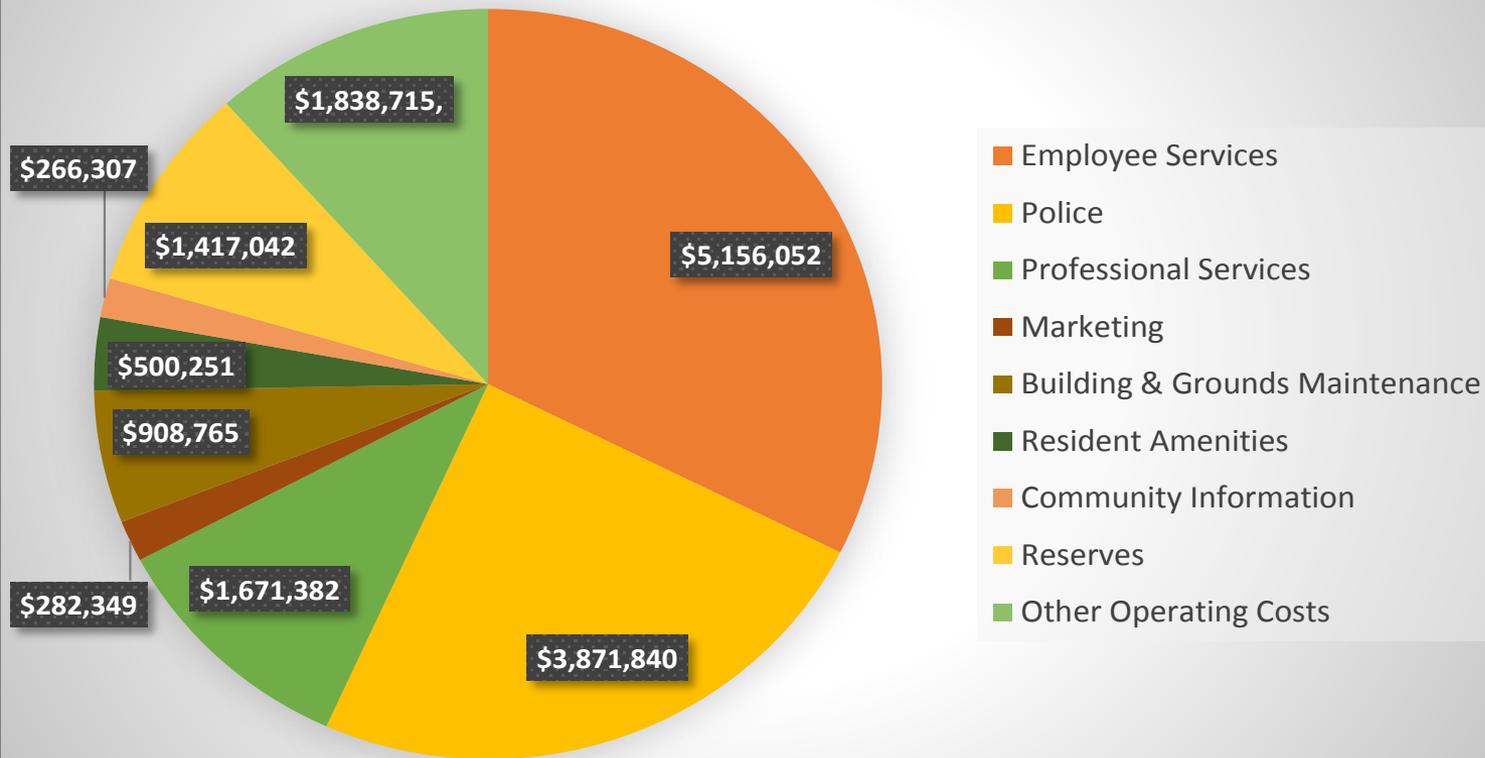
Tourism Revenues = \$10.5 Million (64%)





Where does it go?

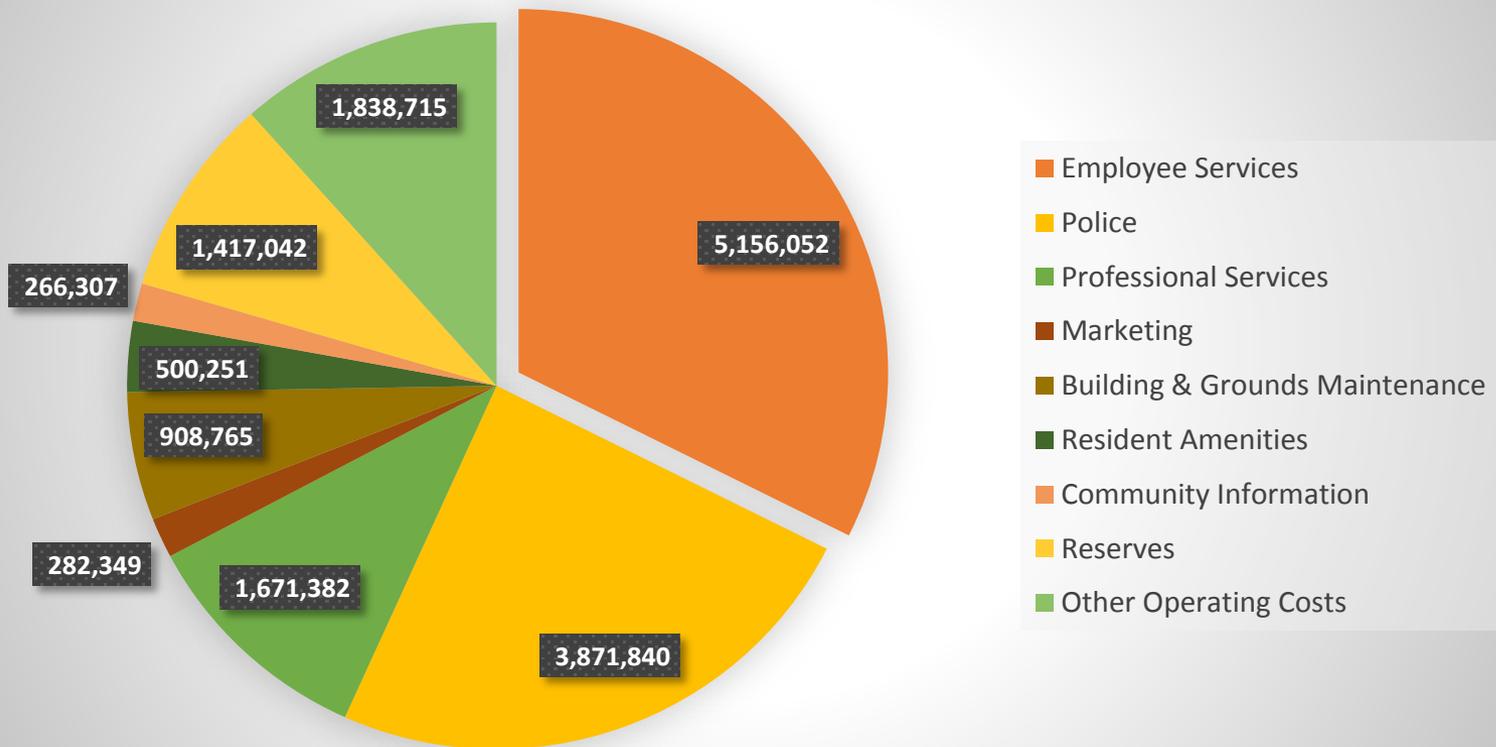
Total FY2016 Operating Costs - \$15.9 Million





Where does it go?

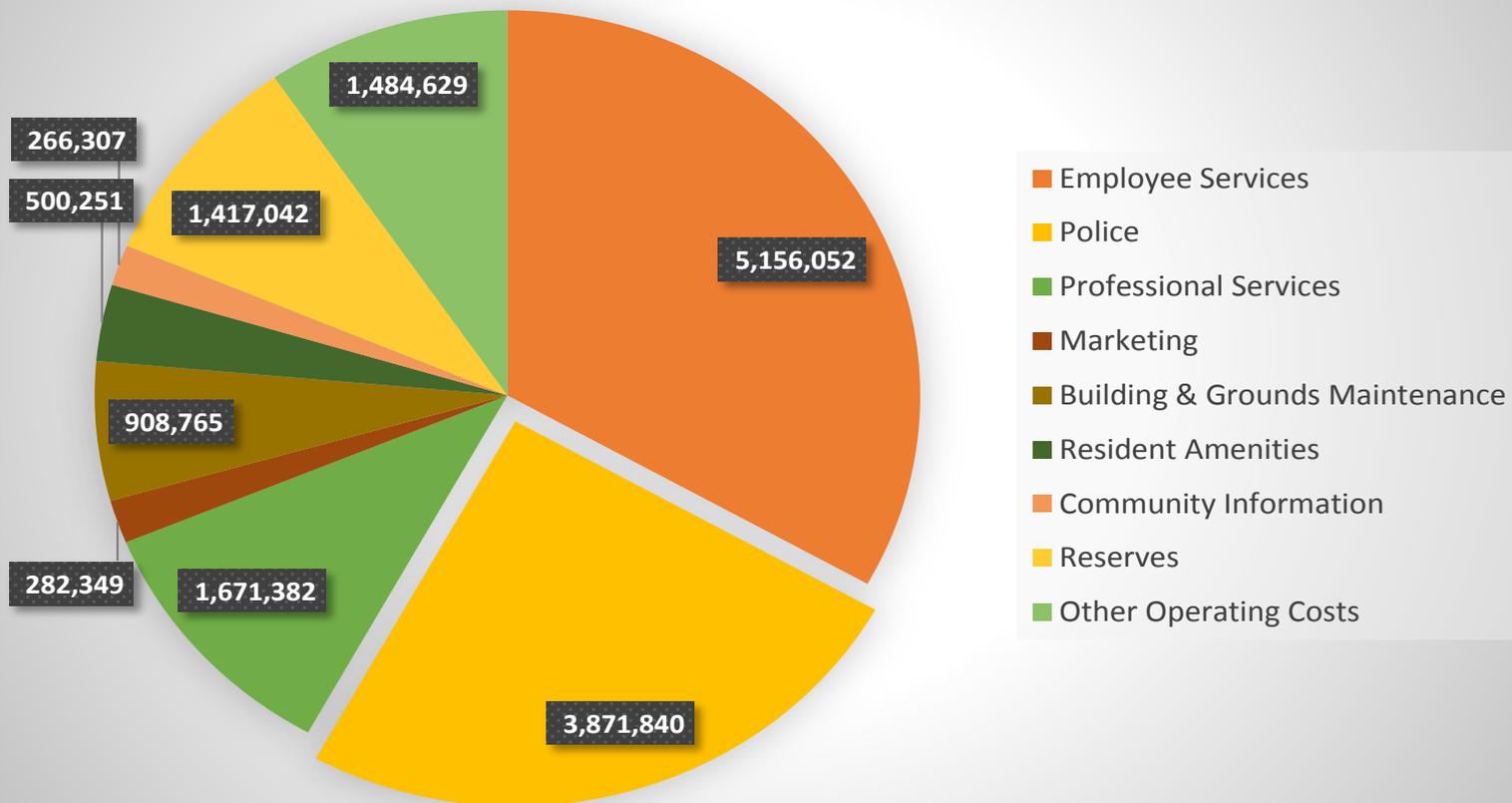
Employee Services = \$5.2 Million (32% of Revenue)





Where does it go?

Police \$3.9 Million (24% of Revenue)





New Budget Items

Budget items that were studied during the Finance Committee reviews but not added in the budget

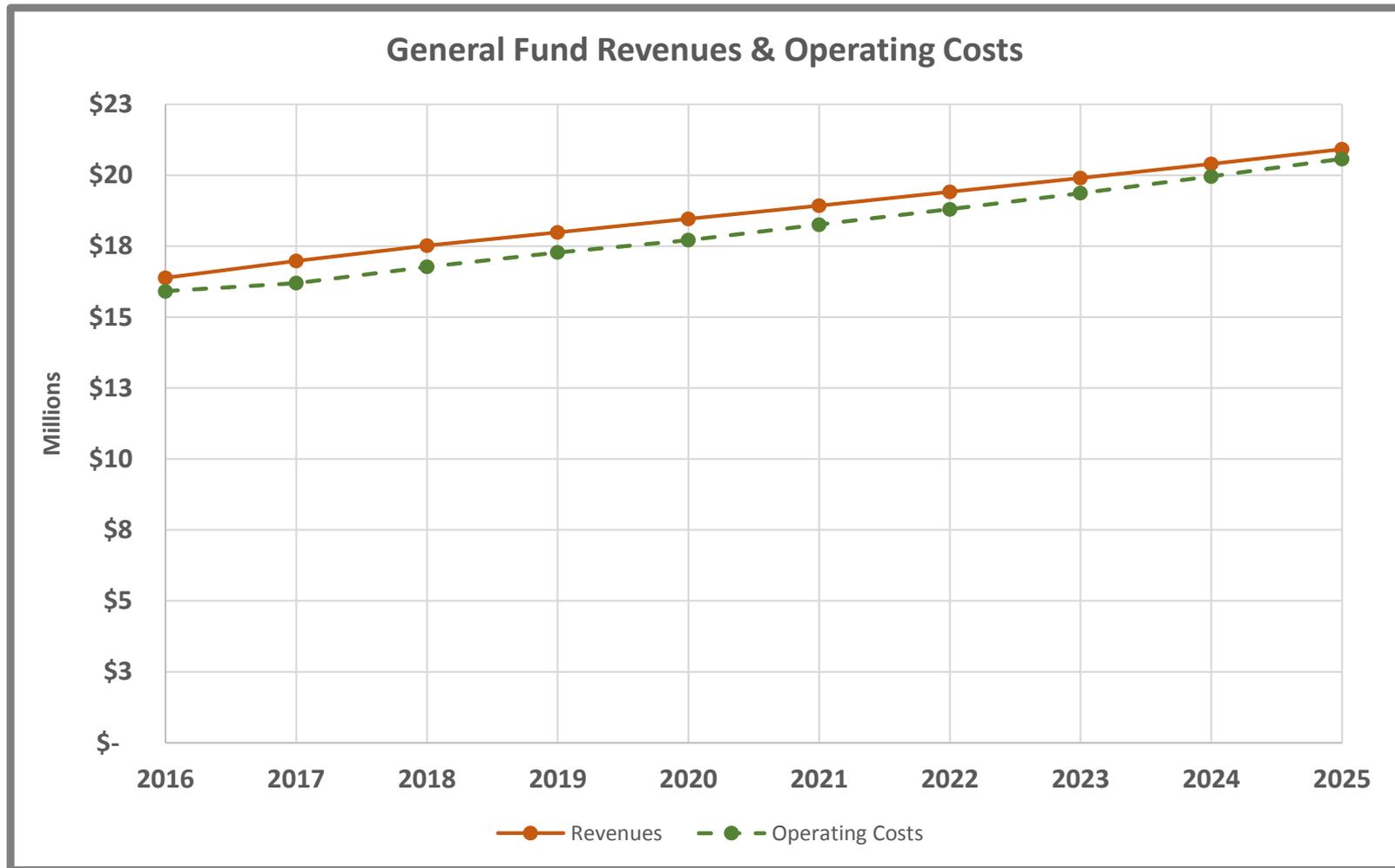
2015/2016 & 2016/2017

New Budget Items not included in current draft

Acct Number	Description	2015/16 Projection	2016/17 Projection
General Fund			
101.27.03.05590	50th Anniversary Party	Moved to the Marketing Committee	
101.27.03.05512	IW Art Festival Sponsorship	25,000	25,000
101.27.07.05920	Additional Grants in Aid Funding	50,000	50,000
101.27.05.05512	Indian Wells Chamber of Commerce	15,000	15,000
		90,000	90,000



General Fund Summary FY2016 to FY2025





Capital Program

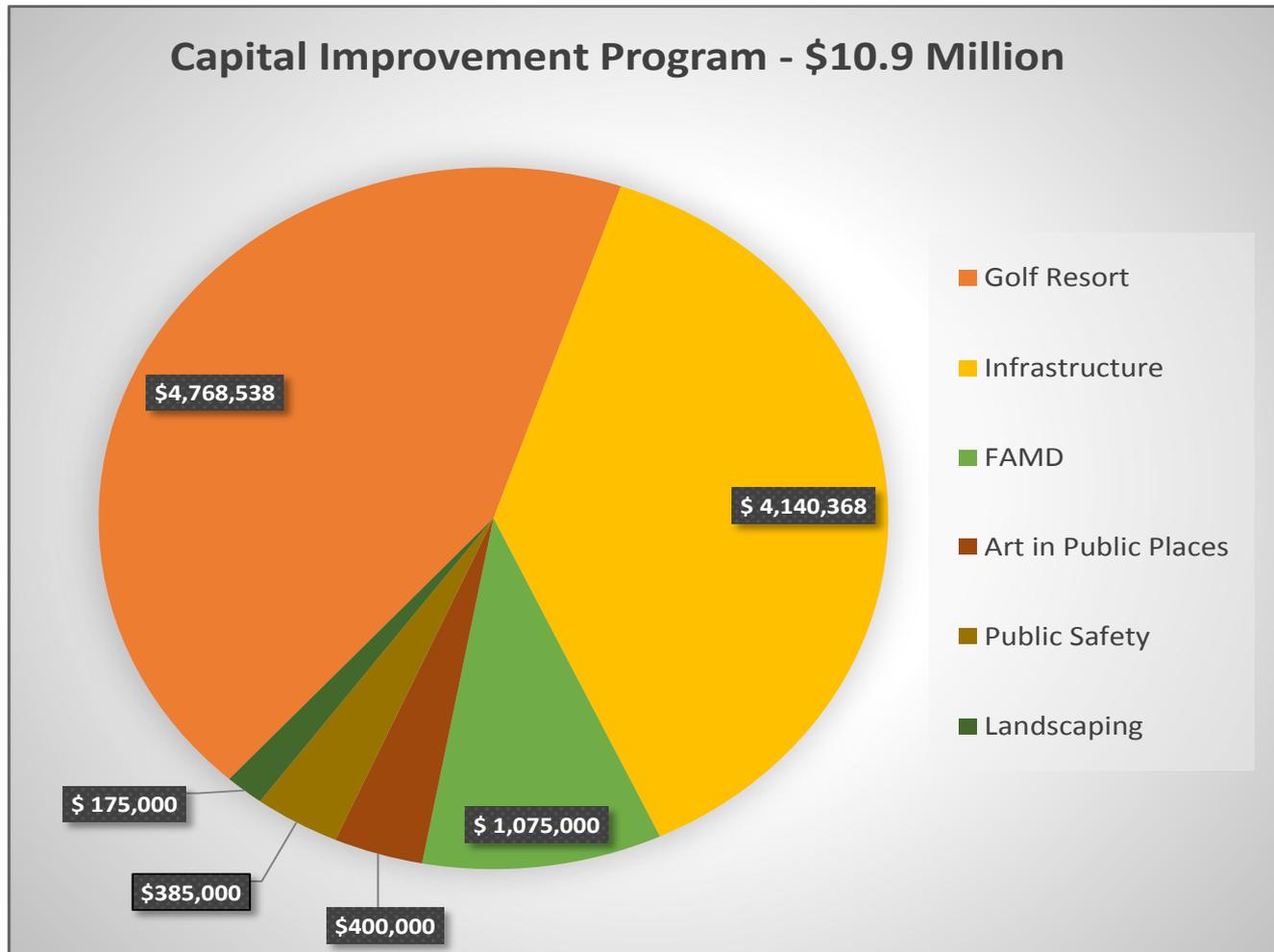
Five year Capital Plan includes 28 projects budgeted at \$10.9 million.

Funding

- \$2.6 million from outside agencies, developer fees and capital grants
- \$8.3 million from the City
 - \$3.2 Capital Improvement Fund
 - \$4.1 Golf Capital Reserve Fund
 - \$1.0 Infrastructure Capital Reserve Fund
- Reserve contributions over this same five year period are estimated at \$7.0 million



Capital Program





Council Study Session

City Operating and Capital Budgets for Fiscal Years 2015-2017

Questions?