

Goal 1:

Create a Financial Strategy



Co-Champions: Kevin McCarthy, Finance Director
David Gassaway, Assistant to the City Manager

Desired Outcomes: Council and community have understanding of the City's long-term financial position in order to identify the revenue necessary to maintain the high quality standards of Indian Wells.

Action Items

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

Cost Estimate	Stage of Progress	Priority
Budgeted in FY 2015-17: \$75,000 Specialized consultants and analytical firms to assess costs and revenues.	Planning Stages	

Goal 1: Ten Year Financial Strategy

1. Comprehensive long-term expenditure analysis

February 2016

Actions Steps	
a.	Capital replacement and reserve needs study
b.	Contract services study and trend analysis
c.	Special revenue sources expenses (Enterprise funds)

2. Comprehensive long-term revenue analysis

February 2016

Actions Steps	
a.	Review of special revenue funds
b.	Analysis of major general fund revenues and trends
c.	Review project billing and accounting costs

3. Describe funding gaps

June 2016

Actions Steps	
a.	Compare bottom line revenue and expenditure outcomes
b.	Review variance in revenue sources vs. operating expenses
c.	Review variance in reserve fund growth vs. capital replacement needs

Goal 1: Ten Year Financial Strategy

4. Build strategies for funding gaps

June 2016

Actions Steps	
a.	Pursue targeted grant opportunities
b.	Explore strategic economic development projects
c.	Review fees and cost recovery

Goal 2:

Encourage and Expand Economic Development Opportunities



Champion: Warren Morelion, Community Development Director

Desired Outcomes: Refine development process and partner with developers where projects offer desirable benefits for the City.

Action Items

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

Cost Estimate	Stage of Progress	Priority
Budgeted in FY 2015-17: \$10,000 Economic development research assistance	Planning Stages	Top

Goal 2: Economic Development Opportunities

1. Continue to improve the development review process

December 2015

Actions Steps	
a.	Update building permit checklist to assist with submittal of a complete packet to expedite processing.
b.	Update development submittal checklist to assist with submittal of entitlements.
c.	Investigate Municipal Code amendment options to streamline the entitlement process.

2. Develop a Comprehensive Economic Development Plan

December 2016

Actions Steps	
a.	Research community demographic and psychographics information to influence future economic development.
b.	Identify optimal types of development and complementary infrastructure to promote long term economic sustainability.
c.	Develop priorities and standards for business and development incentive decisions.
d.	Identify and pursue high priority, target markets for new development.

3. Process Indian Wells Tennis Garden Stadium 3 project

December 2015

Actions Steps	
a.	Fast track the entitlement and permit process.
b.	Expedite inspections to meet December 2015 completion date.

Goal 2: Economic Development Opportunities

4. Coordinate Renaissance Esmeralda Villas and Waterpark development

July 2016

Actions Steps	
a.	Assist in establishment of a public engagement process for the project.
b.	Analyze the potential for developer incentives based on project design, quality and potential TOT revenue.

Goal 3:

Create a Flood Mitigation Plan With Community Partners

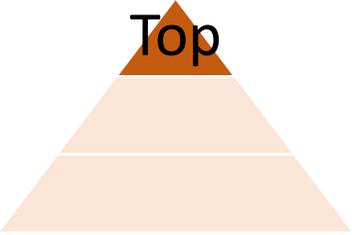


Champion: Ken Seumalo, Public Works Director

Desired Outcomes: Facilitate the process for stakeholders to reach a community solution for flood control.

Action Items

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

Cost Estimate	Stage of Progress	Priority
Budgeted in FY 2015-16: \$40,000 Consultants to analyze storm drain system and coordinate public engagement.	Planning Stage	 Top

Goal 3: Flood Mitigation Plan

1. Identify the City's role in facilitating the process and develop communication plan July 2015

Actions Steps	
a.	Develop a communication plan.
b.	Coordinate the engagement process with community stakeholders.
c.	Foster engagement process to include viewpoints of the affected community stakeholders.
d.	Coordinate information flow to community stakeholders including key milestones, meetings, and announcements.

2. Research existing conditions August 2015

Actions Steps	
a.	Develop legal understanding of local requirements for flood control.
b.	Review existing City and regional storm drainage system.
c.	Engage with drainage experts to address issues with existing system.
d.	Cooperate with CVWD in identifying flood trouble spots.
e.	Assemble Flood Inundation (FEMA) maps.

3. Develop a City analysis report September 2015

Actions Steps	
a.	Prepare analysis report including history, existing system, and legal obligation.
b.	Prepare exhibits such as existing system, jurisdiction boundaries, and cross section of 100-year flood.
c.	Present information report to City Council, FAMD and stakeholders.

Goal 4:

Beautify the Highway 111 Corridor

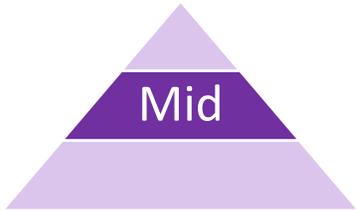


Co-Champions: Warren Morelion, Community Development Director
Ken Seumalo, Public Works Director

Desired Outcomes: Beautify Highway 111 corridor retaining the unique character of Indian Wells.

Action Items

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

Cost Estimate	Stage of Progress	Priority
Budgeted in FY 2015-17: Arts in Public Places funds	Planning Stages	

Goal 4: Beautify Highway 111

1. Define Cook Street and Highway 111 improvements

July 2016

Actions Steps	
a.	Develop design alternatives based on City Council direction, to include no art alternative, cleanup site and replacement of palm trees.

2. Improve frontage of commercial properties

December 2015

Actions Steps	
a.	Require property owners to clean and maintain their property frontages by removing unsightly vegetation and installing new screen fencing and mulch and/or landscaping.

3. Determine use of Arts in Public Places funds April 2016

Actions Steps	
a.	Identify amount in the fund upon completion of the Carl Bray project.
b.	Identify possible art projects and locations in the City.
c.	Establish review and approval process.

Goal 5:

Create a City Communications Plan



Champion: Nancy Samuelson, Marketing/Community Relations Director

Desired Outcomes: Continue to engage the community through effective communication and education on community issues. Implement a plan to bridge any gaps between citizens and government.

Action Items

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

Cost Estimate	Stage of Progress	Priority
Budgeted in FY 2015-17. \$ 55,000 Consultants for website redesign and creative services.	Planning Stage	

Goal 5: Communications Plan

1. Create a Communication Plan that includes: October 2015

Actions Steps	
a.	Update of Indian Wells Brand guidelines.
b.	“Best Practices” strategies.
c.	Robust outbound communication programs.
d.	Media outreach and engagement.
e.	Citizen engagement approaches and tactics.
f.	Process where citizens can connect with Council and staff.
g.	Ways to boost participation in local government and the public process.

2. Enhance and upgrade website

December 2015

Actions Steps	
a.	Consolidate the City’s two websites (City and tourism).
b.	Create new cutting edge design on city site to enhance use and citizen engagement.
c.	Bring events and sign-up forms to forefront for residents to find easily.
d.	Enhance the availability of public documents on website.

Action Plans for Fiscal Year 2015-16:

1. Strengthen Contract Administration

June 2016

Co-Champions: Anna Grandys, Chief Deputy City Clerk
Wade McKinney, City Manager

Desired Outcomes: Council and residents have a clear understanding of the life cycle of a contract, and the internal management of contracts. Enhance web-based accessibility of City contracts by the public.

Objectives	
a.	Written report to Council on types of contracts, number of, and outline how departments manage said contracts.
b.	Expand financial software (Eden) module pilot program to include contracts over \$25,000.
c.	Expand financial software (Eden) module pilot program to include contracts over \$25,000.
d.	Add to City website "Contracts approved within last 60 days" section to include a link to the contract, short description of contract, contract amount and contract administrator information.
e.	Expand existing availability of contracts on City website and establish a user friendly contract organization structure.
f.	Quarterly report outlining City Attorney's Office work product to include: code enforcement activity, costs and reimbursements; any reimbursable work product for third party; personnel matters; litigations; and major work projects.

Action Plans for Fiscal Year 2015-16:

2. Provide Property Owner Privileges to Lessee's Through a Resident Identification Card **October 2015**

Champion: Kevin McCarthy, Finance Director

Desired Outcome: Extend property owner privileges to long-term lessees.

Objective	
a.	Draft policy for Council consideration providing a Resident Identification Card to long-term lessees. Policy will include: Minimum 1-year lease. Lessees shall have same privileges as Property Owner Identification Card holders. The property owner shall relinquish Property Owner Identification Card for subject property.