



**INDIAN WELLS**  
CALIFORNIA



**BIENNIAL OPERATING  
BUDGET**

Fiscal Year 2019/2020

Fiscal Year 2020/2021

**&**

**CAPITAL IMPROVEMENT PLAN**

Fiscal Years 2019/2020 through 2023/2024

CITY OF INDIAN WELLS, CALIFORNIA  
44-950 Eldorado Drive  
Indian Wells, CA 92210

Adopted June 6, 2019

# **BIENNIAL OPERATING BUDGET**

**Fiscal Year 2019/2020**

**Fiscal Year 2020/2021**

**&**

## **CAPITAL IMPROVEMENT PLAN**

**Fiscal Years 2019/2020 through 2023/2024**

### **City Council:**

**Ted Mertens, Mayor**

**Ty Peabody, Mayor Pro Tem**

**Dana Reed, Council Member**

**Richard Balocco, Council Member**

**Kimberly Muzik, Council Member**

**Christopher J. Freeland, City Manager**

**Kevin McCarthy, Finance Director**

**Prepared by the Finance Department**

**June 2019**

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**INDIAN WELLS**  
CALIFORNIA



**Budget Message**

## Budget Message

Honorable Mayor, Members of the City Council and Citizens of the City of Indian Wells, California:

Presented for your review is the Biennial Budget for fiscal years 2019/20 and 2020/21. The City of Indian Wells continues to exemplify strong financial performance and prudent fiscal management. Moody's Investors Service recently upgraded to A1 from A3 the Indian Wells Successor Agency. The move from A3 to A1 is incredible and further supports Senator John Moorlach's Financial Soundness Report ranking Indian Wells 4<sup>th</sup> in the State of California.



The budget reflects an enhanced quality of life and superior services for our residents and guests. The City of Indian Wells continues to control annual expenses with strong contract management and efficient operations.

City Officials have established open lines of communication with residents to meet the changing needs of this most prestigious and remarkable community. City services, especially public safety, are continually monitored and reviewed. This ensures all City services are meeting the current needs of our residents while maintaining the highest level of fiscal responsibility.

Indian Wells continues to enjoy the benefits of being one of California's wealthiest and financially well-managed cities. Oversight of the City's Finance Committee provides assurance this ranking and fiscal practice continues. The financial strength of the City is attributed to the Council's emphasis on conservative fiscal management of its resources and the development of a cohesive City Council and management team. This coupled with a strong local tourism economy anchored by the City's luxury resort hotels, and world class tennis facility will continue to keep the City in excellent financial health.

### Outstanding Community Benefits

The City of Indian Wells offers an outstanding quality of life, numerous cultural and social activities, a cohesive and innovative city government, luxurious hotel properties, and championship golf at the Indian Wells Golf Resort.

Moreover, the City supports many major sporting and cultural events throughout the year. These include the BNP Paribas Open, the largest ATP World Tour and WTA combined two-week event in the world, held at the Indian Wells Tennis Garden, Desert Town Hall, and the Indian Wells Arts Festival. The Living Desert Zoo, one of the Coachella Valley's leading attractions, is situated in Indian Wells and neighboring Palm Desert.

Indian Wells enjoys one of the lowest crime rates and quickest public safety response times in the Coachella Valley thanks to diligent law enforcement and fire/paramedic services. The Joslyn Center offers a wide variety of activities appealing to many interests and energy levels.

Indian Wells boasts a very successful resident benefit program. With an Indian Wells Resident Benefit Card, residents enjoy select discounts at the Indian Wells Golf Resort, Indian Wells Tennis Garden, and all five Indian Wells hotel properties. Other special events include art exhibitions and lectures, complimentary tickets to the BNP Paribas Open and Desert Town Hall, resident social gatherings, community patriotic events, and much more.

### **Strategic Goals and Priorities**

A budget is more than a spending plan. It is a statement of priorities; a roadmap for the coming year and beyond; a melding of ideas, thoughts, perspectives, and opinions, balanced against fiscal realities and constraints. This budget reflects the collaboration between the community, the Council and staff members.

The biennial budget implements the Council's priorities and strategic goals, provides a financial plan that continues the delivery of first-rate services and is responsive to the needs of the community. The budget reaffirms the City's commitment to maintain high service levels, increase investments in organizational efficiency, and maintain community infrastructure at a level of service expected by the community.



The purpose of strategic planning is to anticipate the future, envision what the organization must become to operate effectively in that future, and make plans for moving the organization from what it is to what it needs to become to be successful.

The Strategic Plan identifies strategic issues, establishes broad goals, and states general priorities. The Indian Wells strategic planning effort coordinates organizational priorities on a citywide basis. During their strategic planning process, Council identified a list of issues facing the City and worked to prioritize the list to focus the City's efforts in five broad goals for the upcoming two-year budget cycle.

### Goal 1: Implement Strategies to Improve the City's Long-term Fiscal Position

Improve 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

- Report on key indicators and long-term cash flows

### Goal 2: Encourage and Expand Economic Development Opportunities

Create economic development opportunities to improve the City's fiscal position.

#### Action Items

- Support approved/pending projects
- Seek new development opportunities
- Expand tourism as economic development and build business opportunities

### Goal 3: Golf Resort Strategic Plan

Increase revenues at the Indian Wells Golf Resort to cover a portion of the Resident subsidy and capital costs within the next 3-5 years.

#### Action Items

- Expand banquet capacity and efficiency to improve financial performance
- Deliver a more consistent and favorable a la cart guest experience

### Goal 4: Palm Tree Safety Program

Ensure public safety related to private palm trees throughout the City.

#### Action Items

- Develop an education campaign to inform the public of safety factors related to palm trees

## Economic Outlook

Indian Wells' economy remains strong, and the budget projects moderate growth in all of the City's five Major General Fund revenue categories – Transient Occupancy Tax (TOT), Admissions Tax, Property Tax, Sales Tax, and Franchise Fees. Most major revenues are advancing along with the overall economy. Building activity has returned, and tourism and travel are strong.

Over the next five-year period, General Fund expenditures are expected to increase at a faster rate than General Fund revenues, leading to an annual decrease in the amount of excess revenues over expenditures. Long-term cash flows anticipate conservative revenue growth of approximately 3.2% per year. The growth is inflationary in nature, although small growth should continue from expanding hotel room rates and tennis tournament attendance.

The operating cost projections represent current service levels. The analysis does not assume any changes in staffing levels, police services, current maintenance and landscaping levels, and other City services. Over the next five-year period, staff expects to see operating cost increases of approximately 3.8% per year. Cost increases reference historical trends and are inflationary in nature.

General Fund Forecast								
ACCOUNT TYPE	2019E	2020B	2021B	2022F	2023F	2024B	2025F	2026F
<b>General Fund</b>								
Revenues	19,470,787	19,930,589	20,593,672	21,252,670	21,932,755	22,634,603	23,358,910	24,106,396
Annual % Change	3.7%	2.4%	3.3%	3.2%	3.2%	3.2%	3.2%	3.2%
<b>General Fund</b>								
Expenditures	15,868,113	17,149,553	17,813,345	18,490,252	19,192,881	19,922,211	20,699,177	21,506,445
Annual % Change	3.8%	8.1%	3.9%	3.8%	3.8%	3.8%	3.9%	3.9%
<b>Net Change</b>								
in Fund Balance	3,602,674	2,781,036	2,780,327	2,762,418	2,739,874	2,712,392	2,659,733	2,599,950

E = Estimated    B = Budgeted    F = Forecast

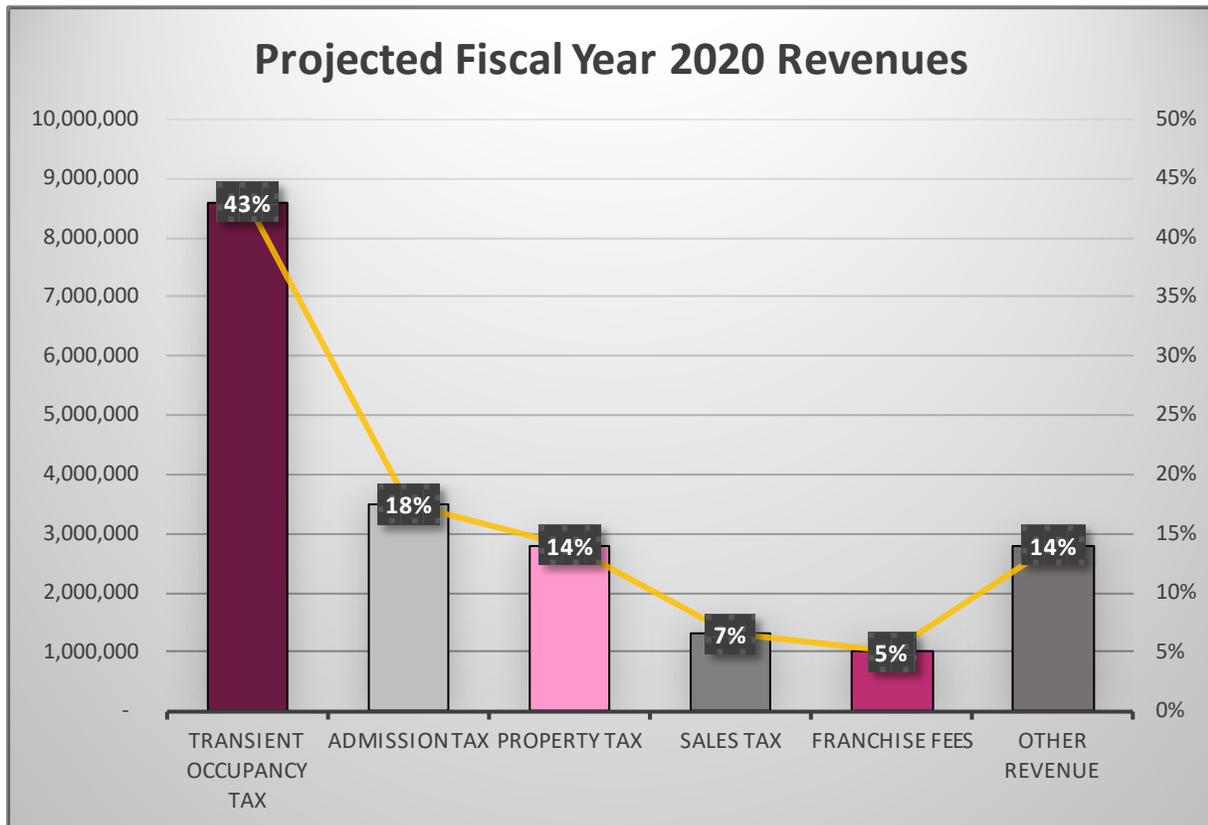
## Budget Overview

The General Fund is the key operating fund within the City's budget. The General Fund accounts for discretionary revenues and expenditures, while all other funds are used to account for enterprise activities, internal service activity, major capital improvement projects, and special revenue sources that are restricted for specific purposes.

The General Fund budget as submitted is balanced and includes \$17.1 million in General Fund operating expenditures. Appropriations for operating expenditures are balanced in relation to projected revenue sources and do not rely on one-time revenue sources or reserves.

## Fiscal Year 2019/20 General Fund Overview

Revenues are anticipated to increase from \$19.5 million to \$19.9 million. Improvements in the national economy will enhance transient occupancy and admissions tax collections, sales tax revenues, and home values.

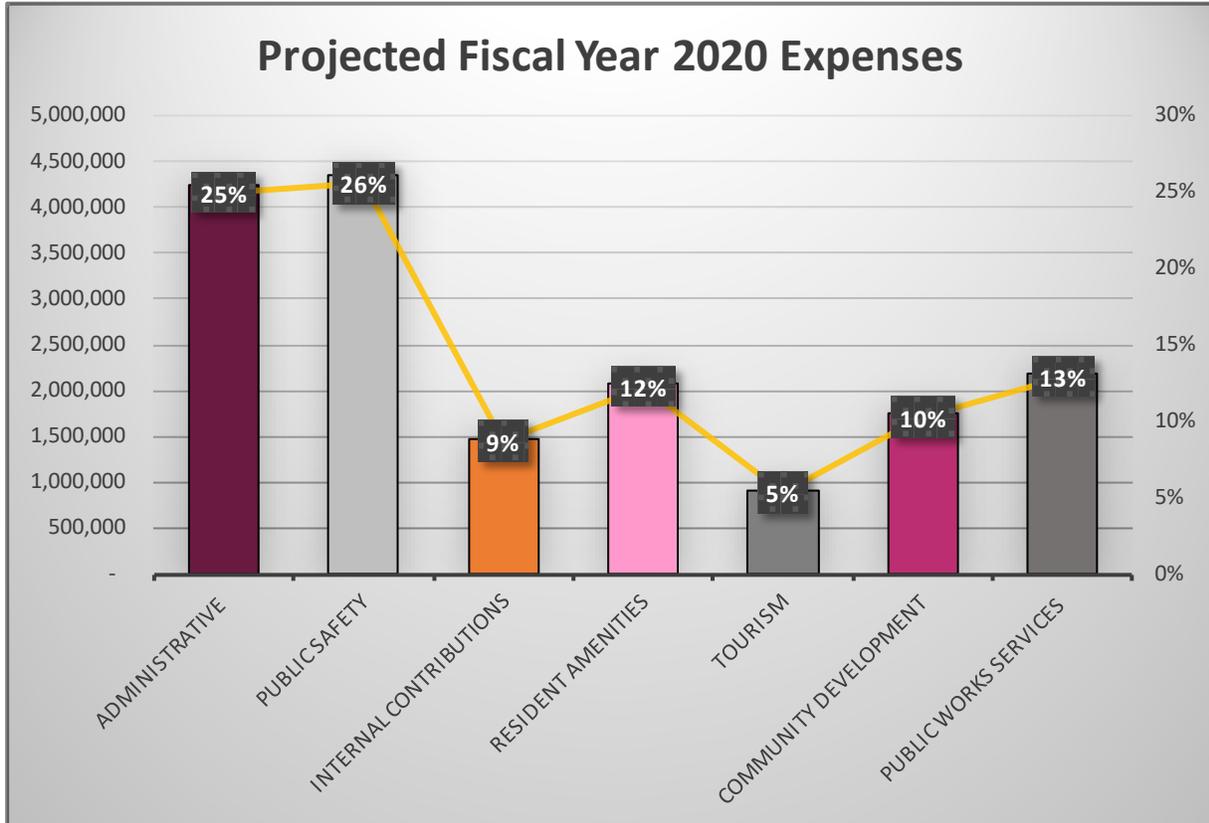


The new budget incorporates a one percent (1%) increase to the transient occupancy tax rate beginning January 1, 2019. The increase in rate was part of the City Council strategic goal number 1: Improving the City's Long-Term Fiscal Position. In the coming year, strong transient occupancy tax collections are anticipated to reach \$8.7 million.

Admissions tax metrics indicate growth of 3.0% with collections of \$3.5 million. Sales tax continues to follow expected economic growth reaching \$1.3 million during the year and early analysis indicates property values will reach \$5.6 billion, generating \$2.8 million in tax collections.

The fiscal year 2019/20 budget will increase \$1.2 million (8.0%) from \$15.9 million to \$17.1 million. The increase is primarily due to an increase of \$774,942 to subsidize resident golf rounds to the average market rate instead of the cost of golf and a

\$100,000 host sponsorship of the 2019 National Pickleball tournament. The remaining \$400,698 of cost increases are largely inflationary in nature as staffing levels and service levels remained similar to the prior year.



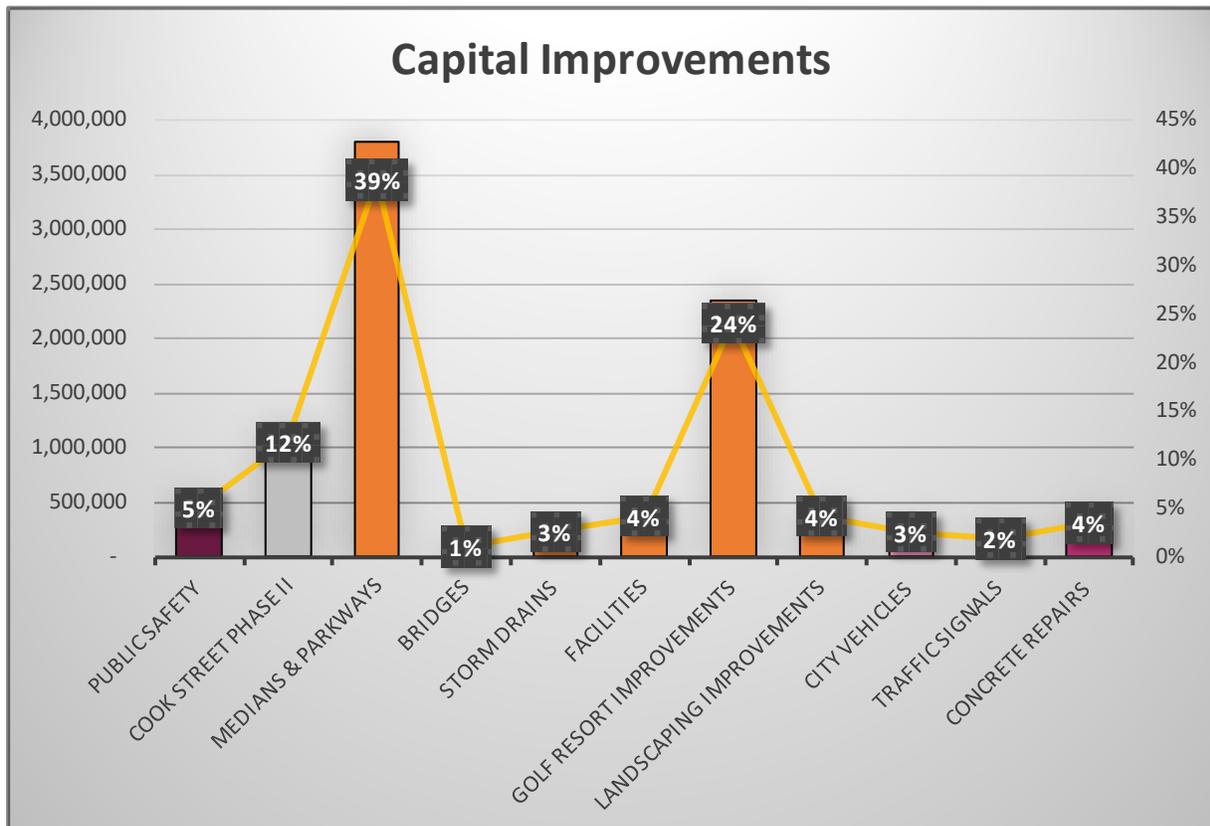
### Five-Year Capital Plan

The Capital Improvement Program is not a budget but rather a financial plan for capital improvements for the next five years. The program is not a commitment for spending; no authorization to spend funds exists until the City Council adopts the budget that includes the first two years of the five-year program.

A capital improvement project includes the construction, acquisition, expansion, rehabilitation, or non-routine maintenance work that generally costs \$25,000 or more and results in the creation or preservation of a capital asset. The Capital Improvement Program attempts to identify all capital maintenance, facilities, and improvements needed within the next five years. It may also include major equipment purchases such as vehicles, capital related studies, and master plans.

The program is updated every two years to provide a continuous projection of the City's future capital needs. In each year of the program, projects are identified with a project description, justification, priority, and funding source. The capital projects are placed into the citywide long-range cash flow.

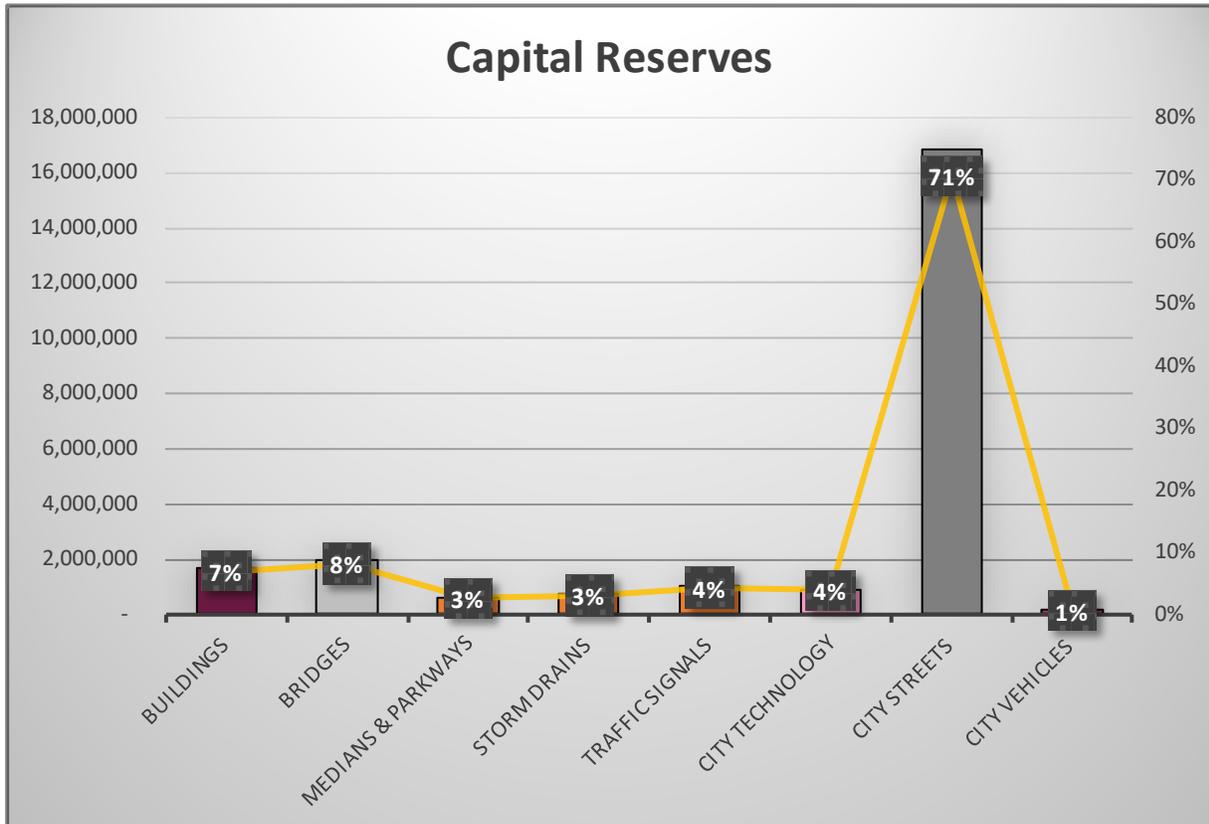
The five-year capital improvement plan includes 31 capital projects budgeted at \$9.9 million. Approximately, \$6.7 million are General Fund expenditures and \$3.2 million comes from grants and other sources. To the extent possible, the City uses grant funding to develop capital projects. The location and description of each capital project is discussed within the capital budget.



## 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 \$2.25 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, bridges, streets, and other City assets. The City reserves \$1.4 annually. The primary funding source is the City's General Fund. By fiscal year ending 2018/19, total reserves should reach \$23.9 million.



## Accomplishments

### Financial

In conjunction with Goal 1: Long-term Fiscal Position

- Established a new program-based budget format
- Completed preliminary analysis to implement long-term capital asset reserve plan
- Reduced operating General Fund expenditures by \$1 million
- Completed sales tax audit at Indian Wells Tennis Gardens
- Established funding for resident amenities and discounts for: food & beverages, merchandise and golf
- Amended Municipal Code relating to claims and demands

- Sale of Rule 20A undergrounding utility credits for \$146,083
- Paid off all CalPERS unfunded liability
- Ranked #4 fiscally sound City in California by Senator John Moorlach
- Community Development Block Grant of \$75,000 received for ADA improvements at 8 bus stops along Hwy 111
- Emergency Management Performance Grant additional funding received for a total of \$25,463 to fund City Emergency Services Coordinator
- Reimbursement of \$120,000 for storm clean-up and repair costs from March 2017 heavy rain event
- Reimbursement of \$166,103 received from CJPIA for storm damage from January 2017 rain storm
- Rubberized Asphalt grant received \$111,663 for Cook Street reconstruction and overlay of Miles Avenue
- SB1 grant funding for FY 2017-18 received \$31,082
- Citywide Fee study completed and adopted with \$170,000 in annual fee collection anticipated
- Lien payment of \$17,000 received for property on Sky Mesa
- Resident Benefit Card policy established social and golf cards and received \$125,710 in renewal fees
- Auditor's issued unmodified opinion on City Comprehensive Annual Financial Report (CAFR)
- California Department of Tax and Fee Administration processed transfer of \$61,067 of local tax from BNP Tennis Tournament that was allocated to Riverside countywide pool

## **Economic Development**

In conjunction with Goal 2: Economic Development Opportunities

- Co-sponsorship of IRONMAN 70.3 event with City of La Quinta and Palm Springs Convention & Visitors Bureau for three years
- Approved sponsorship of the Indian Wells Music Festival
- 139-room luxury hotel at the corner of Highway 111 and Miles Avenue approved including public infrastructure improvements
- Negotiated and approved sale of 10.6 acres of land to Indian Wells Tennis Garden
- Sands Hotel remodel of 46 guest rooms including a new wedding garden, pool area and restaurant, spa facility, exterior paint, and landscaping

- Finalized the sale of the City owned property at 45-200 Club Drive for \$1,560,000 including a 20-year note in the amount of \$1,248,000 bearing an above market interest rate of 5.5%
- Warner Trail property sold for \$916,760 for an 18 single-family home development
- Master planning process of Northeast corner of the City with Moule & Polzoides discussions held with Council
- Miramonte Indian Wells Resort & Spa interior remodel completed
- Indian Wells Resort Hotel adult-only pool plans submitted
- Discussions with MIG relating to new tenant for Ralph's at Village Shopping Center
- Notice of Default issued to Brixton Capital for east of Miles and Hwy 111 property
- Extended Tennis Garden title and marketing sponsorships through 2042, and \$20,000 annually for Warner Trail parking lot usage starting in 2027
- Secured Association of California Water Agencies' annual conference for 2020 and 2021
- Secured California Narcotics Officers Associations to come back for 2022 annual conference

### **Housing Authority**

In conjunction with Goal 2: Economic Development Opportunities

- City purchased 17 acres of land South of Miles for \$2,771,960
- Sale Agreement for 4.2 acres of land on Warner Trail for The Huntley single-family development
- Provided \$200,000 in housing funds to address homelessness in the Valley
- New Senior Property Manager Jacquelyn Karre and Property Manager Linda Esposito hired
- Annual tenant satisfaction survey results ranged from 4.3 to 4.8 out of 5 including rating of WinnResidential
- Applicant Appeal Process created to address complaints from prospective tenants denied tenancy
- Expand partnership with FIND food bank to offer dry goods in addition to the fresh fruits and vegetables offered currently
- Updated Emergency Preparedness Program for both properties
- Concrete repairs to spa deck at Indian Wells Villas
- Flooring and kitchen counter remodel project test units completed at Indian Wells Villas
- Installed new landscaping throughout Indian Wells Villas

- 20<sup>th</sup> anniversary celebration of Indian Wells Villas with 70 residents in attendance
- Indian Wells Villas Clubhouse improvements including tile flooring
- Energy improvements of LED lights at Clubhouse, LED address lighting, and LED walkway lights at Indian Wells Villas
- Slurry seal project at Mountain View Villas
- Stucco repair, exterior painting, landscaping, lighting improvements at Mountain View Villas
- Mountain View Villas Clubhouse improvements including LED lighting, ceiling fans, furnishings, and painting

### **Indian Wells Tennis Garden**

In conjunction with Goal 2: Economic Development Opportunities

- Large shade structure improvements including removal blacktop, installation of grass, trees, landscaping, and pavers

### **Indian Wells Golf Resort**

In conjunction with Goal 3: Indian Wells Golf Resort Strategic Plan

- Pavilion green room project completed
- Pavilion launch event attended by 13 meeting planners, 40+ wedding planners, and The Wedding Chicks social media influencers
- Nighttime lighted targets for the driving range for special events
- NextLinks laser system added to putting course for nighttime entertainment
- Event lawn constructed to accommodate a group of 700 adjacent to the Pavilion
- Implemented sustainable over seeding practices on Player's Course
- Established "Operation Pollinator" advancing sustainable golf course management and improving natural habitats
- Resident celebration of 50<sup>th</sup> anniversary of Indian Wells Golf Resort
- Conducted thorough food and beverage audit of restaurant operations
- Received 2017 California Golf Course Owners Association's Community Environmental Award

### **Capital Improvements**

In conjunction with Goal 4: Highway 111/Cook Street Improvements and with Goal 5: Modernize Fire Station 55

- Highway 111 and Cook Street Date Gove improvements including sidewalks, City Indian Head logo mosaic, connect irrigation to Mid-Valley pipeline and install LED programable color palm tree lighting

- Fire Station 55 remodel and seismic retrofit project underway
- Highway 111 and Eldorado Drive signal modifications to allow a protected left turn and replacement of handicap ramp at southwest corner
- Slurry seal project at Wells Golf Resort Parking Lot and Maintenance Yard
- Indian Wells Lane median improvements consisting of artificial turf and accent palms
- Citywide tree health assessment completed and implementation of tree planting plan including a GIS layer identifying the location of each tree within the City and a status report on each tree's risk and health
- Develop strategy relating to wayfinding at the resort campus including signage and circulation improvements for pedestrians and motorists
- Upgraded traffic signal wiring along Highway 111 at Mountain Cove Drive, Club Drive, and Eldorado Drive
- Slurry seal of Washington Street from Miles Avenue to the Whitewater River Bridge
- Slurry seal of Eldorado Drive from Fairway Drive to Fred Waring Drive
- Slurry seal of Fairway Drive and Rancho Palmeras Drive
- Slurry seal of Indian Wells Lane and various streets between Eldorado Drive and Indian Wells Lane north of Fairway Drive
- Slurry seal of Fred Waring Drive, Rancho Palmeras, and Fairway Drive in conjunction with the City of Palm Desert
- Storm drain improvement to remove standing water on Highway 111 near Mountain Cove
- Washington Street sidewalk constructed to complete link between Tennis Garden and Highway 111
- Whitewater Channel improvements to assist drainage and decorative rock siding on bridge between holes 16 and 17 of Player's Course
- Handicap ramp modification and restriping of parking lot at City Hall
- City maintenance yard modified to stage green waste
- Handicap ramp and sidewalk repair at Hwy 111 and Rancho Palmeras
- Landscape improvements along south side of Hwy 111 between Indian Wells Lane and Club Drive including removal of dying trees and shrubs, minor grading, new ground cover and shrubs, and row of Tocomas as screening for parking lot
- Gerald Ford elementary school traffic circulation patterns analyzed and developed strategies to facilitate smooth, efficient student drop-off and pick-up, improve overall traffic circulation, and promote public safety

- Whitewater Channel drop structure study evaluated existing conditions and recommendations to minimize sediment deposit, increase efficacy of water follow and minimize maintenance

## **Conservation**

- Adopted an Environmentally Preferable Purchases and Practices Policy to qualify for grant funding
- Received Mobile Source Air Pollution Reduction Review Committee grant of \$50,000 for electric vehicle charging stations at City Hall and Indian Wells Golf Resort parking lots project
- City reached 100% compliance with Mandatory Commercial Recycling program with 355 tons of material diverted from the landfill
- City reached 100% compliance with Mandatory Commercial Organics recycling program with 23 tons of organic material from the BNP Tennis Tournament diverted from the landfill

## **Legal**

- Lawellin/Rohlin federal litigation relating to alleged civil rights violations and the City's hedge height ordinance 9<sup>th</sup> Circuit Court of Appeal ruled in City's favor
- Beal et al. v. Indian Wells (FAMD flood litigation) settlement reached with all parties the Superior Court dismissed case, the City's portion of settlement is \$2.1 million with no obligation to construct any flood mitigation improvements

## **Personnel**

- Merit Based Pay program annual wrap-up and new goals conversations
- Selected Ruby Walla as Assistant Finance Director
- Selected Michael Parmer as Management Analyst II for Public Works Department
- Revised Personnel Policies and Procedures Manual

## **Other Accomplishments**

- Community needs survey conducted
- Approved funding for CV Rescue Mission
- Amended Municipal Code to ensure compliance regarding massage practitioner provisions
- Amended Municipal Code related to permitting and regulations of tobacco retailers

- Grants in Aid Committee review 29 applications for total \$291,190 in funding, Committee recommended \$130,000 in funding for 17 applicants
- Established policy on use of Personal Devices and Accounts for City business communication
- Revisions to Short-Term Rental program
- IW Plaza Parking Agreement mutually agreed by property owners and recorded
- Amended Municipal Code related to temporary permitting for special events
- Amended Municipal Code to streamline business signage approvals
- Palm Tree trimming video produced by staff on available on City website
- First-Aid/CPR/AED training provided to staff
- CJPIA training on vendor insurance requirements and contractual risk transfer provided to staff
- First annual file clean-up day held on August 11, 2017 with Staff filling 2 four-yard dumpsters of recycled material
- Amy Dallosta nominated for CJPIA Capstone award for work on the City's LossCap program
- Americans with Disabilities Act (ADA) transition plan self-assessment and compliance plan created
- Reviewed commercial plan sets in City possession, prepared plans for digital scanning, and selected vendor to begin process of digitalizing commercial plans
- Approved two AT&T cell towers installed at the Vintage CC
- Partnered with Sunline Transit Agency and other agencies in free Disadvantaged Business Enterprise workshop to encourage small business owners
- Updated the City's property insured by CJPIA and coverage amounts
- Partnership with Desert Recreation District to offer programs at Indian Wells Golf Resort such as Tai Chi, 5K walk,
- Donation site for Senior Gift Drive offered by Riverside County Office on Aging during the holiday season, Indian Wells collected the most items
- Launched Voluntary emergency operations radio system program established with Homeowners Associations
- Stop the Bleed training offered to staff
- City staff partnered with Salvation Army and CVRM to adopt 3 families in need
- Taste of Tennis event held prior to tennis tournament with Citi Bank as corporate sponsor
- Received classification of 2 with 1 being best from Building Insurance Services Office (ISO) which rates building code enforcement and how structures will fare in an earthquake, fire or other natural disaster
- Updated the parking bail schedule

## Acknowledgments

I have great appreciation for the collaboration and effort that goes into creating this budget. I would like to thank departments and department directors for their work on this year's budget. Simply put, we have terrific employees that work hard and care about the community a great deal.

Respectfully submitted,

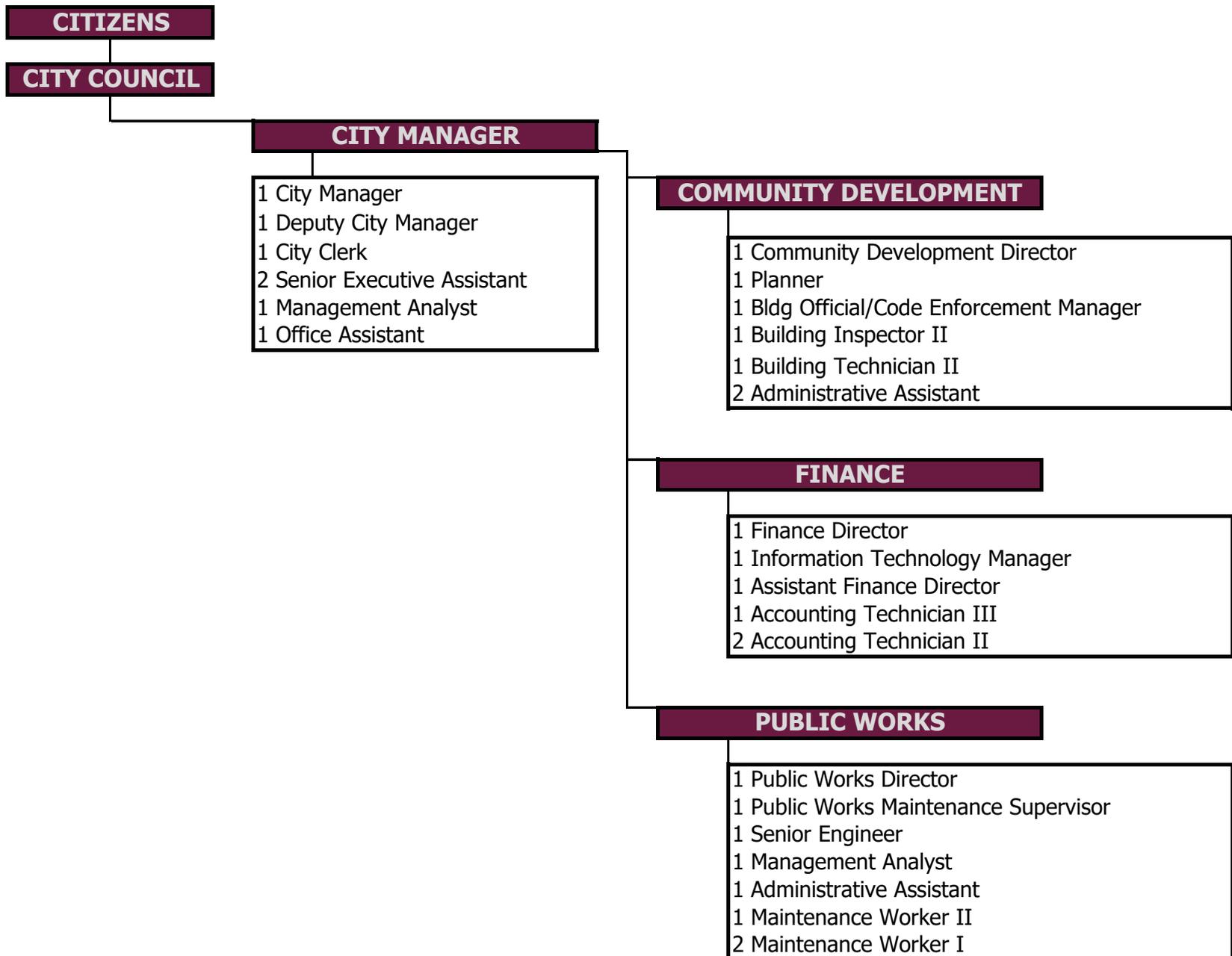
A handwritten signature in black ink, appearing to read "Coze".

Chris Freeland  
City Manager



**Organizational Chart  
&  
Authorized Positions**

**ORGANIZATION CHART**  
**JULY 1, 2019**



**Staffing Levels**  
**FY 2018 through 2021**

<b>Department/Program</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>
<b>City Council</b>				
Administration	5.00	5.00	5.00	5.00
<b>City Council Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>City Manager</b>				
Administration	2.75	2.75	2.40	2.40
Legal Services	0.20	0.20	0.20	0.20
City Clerk	1.40	1.40	1.40	1.40
Human Resources	0.55	0.55	0.45	0.45
Police Services	0.30	0.30	0.35	0.35
Fire Services	0.15	0.15	0.15	0.15
Golf Resort	0.40	0.40	0.40	0.40
Housing Authority	0.25	0.25	0.25	0.25
Community Assistance	0.00	0.00	0.20	0.20
Community Services	0.00	0.00	0.55	0.55
Resident Amenities	0.00	0.00	0.35	0.35
Tourism	0.00	0.00	0.30	0.30
<b>City Manager Total</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Community Services</b>				
Community Assistance	0.10	0.10	0.00	0.00
Community Services	0.60	0.60	0.00	0.00
Resident Amenities	0.60	0.60	0.00	0.00
Tourism	0.65	0.65	0.00	0.00
Golf Resort	0.05	0.05	0.00	0.00
Housing Authority	0.00	0.00	0.00	0.00
<b>Community Services Total</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Community Development</b>				
Administration	0.90	0.90	0.90	0.90
Building & Safety	2.55	2.55	2.55	2.55
Code Enforcement	1.55	1.55	1.55	1.55
Planning	1.35	1.35	1.35	1.35
Housing Authority	0.65	0.65	0.65	0.65
<b>Community Development Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Finance</b>				
Financial Services	3.46	3.46	3.42	3.42
Information Technology	0.95	0.95	0.95	0.95
Police Services	0.15	0.15	0.15	0.15
Risk Management	0.30	0.30	0.30	0.30
Club Drive	0.04	0.04	0.00	0.00
Fire Services	0.50	0.50	0.50	0.50
Golf Resort	0.30	0.30	0.30	0.30
Housing Authority	0.30	0.30	0.38	0.38
<b>Finance Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Public Works</b>				
City Parkway	2.07	2.07	2.07	2.07
Engineering	2.29	2.29	2.29	2.29
Maintenance	3.05	3.05	3.08	3.08
Club Drive	0.03	0.03	0.00	0.00
Golf Resort	0.09	0.09	0.09	0.09
Housing Authority	0.44	0.44	0.44	0.44
Solid Waste	0.03	0.03	0.03	0.03
<b>Public Works Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Total Department Staffing</b>	<b>34.00</b>	<b>34.00</b>	<b>33.00</b>	<b>33.00</b>

Effective FY 2019/20, staffing levels reduced by (1) - Marketing/Public Relations Director position.

## Program/Fund Relationship

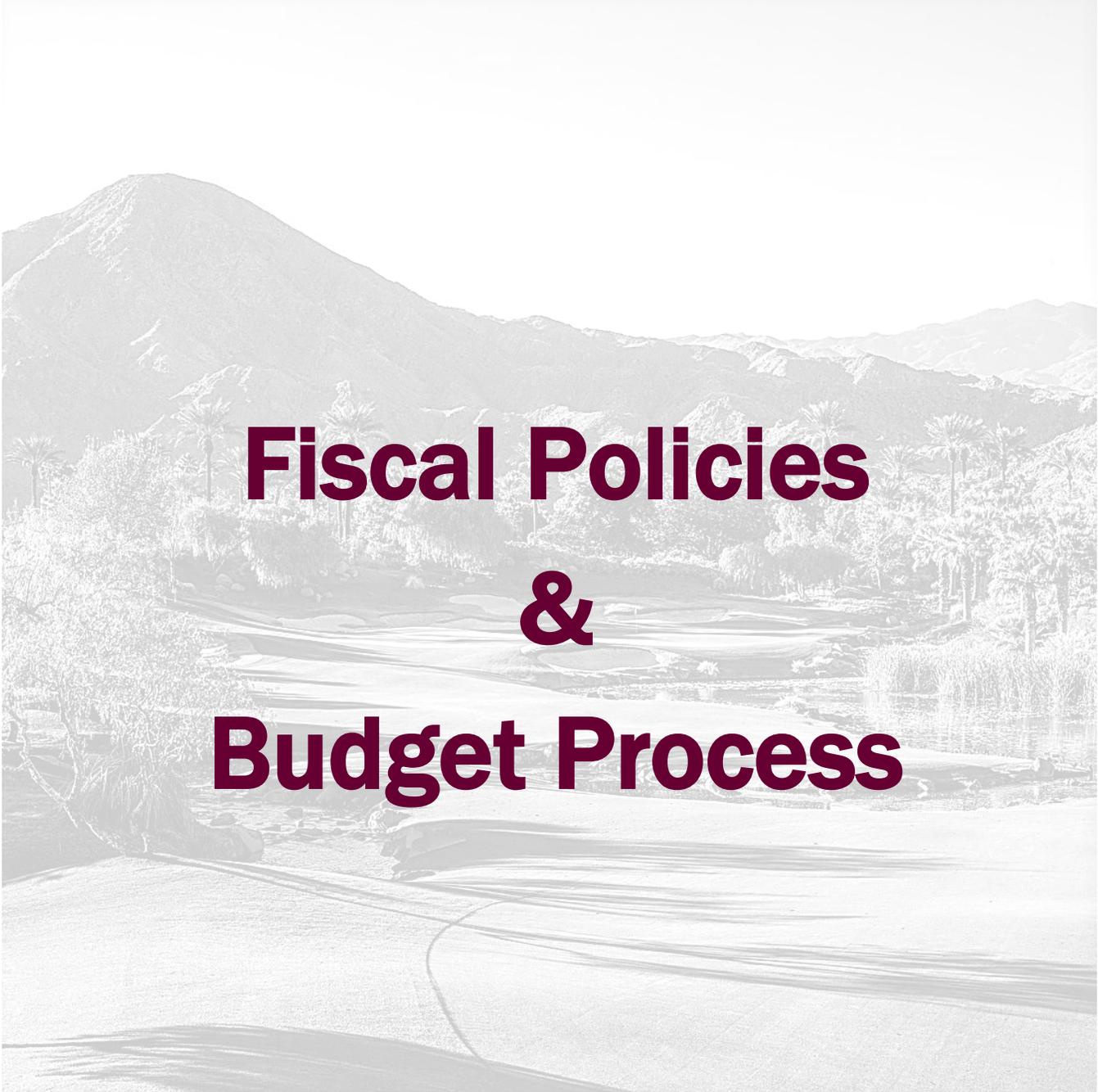
The program/fund relationship is presented by showing the respective funds from which each programs' expenditures are paid.

### USE OF FUNDS BY PROGRAMS

Program	General Fund	Special Revenue	Capital Improvement	Internal Service	Enterprise
City Council	X				
City Manager	X				
Legal Services	X				
City Clerk	X				
Human Resources	X				
Community Services	X				
Resident Amenities	X				
Community Assistance	X				
Tourism	X				
Community Development	X				
Building & Safety	X				
Planning	X				
Code Enforcement	X				
Financial Services	X	X			
Technology Services	X		X		
Central Services	X				
Internal Contributions	X				
Retirement Benefit				X	
Risk Management	X				
Police Services	X	X			
Fire Services		X			
Engineering Services	X	X			
Maintenance Services	X	X			
Recycling & Solid Waste		X			
Landscape & Lighting	X	X			
Fire Access Maintenance		X			
Indian Wells Golf Resort					X
Club Drive Property					
Capital Improvement		X	X		X

Salaries are paid from the following funds, shown as full-time equivalent (FTE):

General Fund (Major)	29.81 FTE
Emergency Services Upgrade	0.65 FTE
Housing Authority	1.72 FTE
Indian Wells Golf Resort (Major)	0.79 FTE
Club Drive Property	0.00 FTE
Solid Waste	<u>0.03 FTE</u>
Total	<u>33.00 FTE</u>

A grayscale photograph of a golf course landscape, showing a green, a fairway, and a body of water in the foreground, with palm trees and mountains in the background.

**Fiscal Policies  
&  
Budget Process**

## **Fiscal Policies and Budget Process**

The City of Indian Wells has established fiscal policies through the City Charter and Council Policies to guide responsible long-range fiscal planning, develop the adopted budget and establish reserves. The City continues to review existing policies and may adopt new policies as needed to foster responsible fiscal management.

The Government Finance Officers Association (GFOA) recommends that local governments follow a financial planning process based upon established financial policies and strategies. Additionally, rating agencies such as Standard and Poor's, Moody's Investors Service, and Fitch Ratings consider fiscal policies which clearly delineate sound financial planning practices when evaluating credit ratings. The policies listed below describe the framework that the City has in place that guide fiscal decision-making.

The City's fiscal policies described below are, in most cases, summaries of the City Charter or Council Policy language. This list is not exhaustive and as policies are modified or adopted, they will be incorporated into future budget publications.

### **Balanced Budget Policy**

The City maintains a balanced budget over the biennial period of the Financial Plan. Requirements of the balanced budget include operating revenues which must fully cover operating expenditures and debt service. This means current operating expenditures are financed with current revenues. The budget provides sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment. Productivity improvements resulting in cost reductions remains an important budgetary goal.

The City maintains a budget control system to adhere to the budget. The City does not establish a contingency reserve as part of its budgeting practices; rather, supplemental appropriations are approved as new programs and projects come before the City Council.

### **Budget Process**

The Biennial Operating Budget and the Capital Improvement Program are prepared and administered in accordance with established procedures set forth by the City Council. These procedures include guidelines, standards, and requirements for the preparation and monitoring of both the Operating and Capital Budgets. The budget is managed to ensure adequate appropriated funds are available to cover anticipated expenditures. Public input is considered throughout the process with scheduled public meetings and study sessions at key City Council decision points.

The budget is designed to improve public awareness about service quality and costs. The budget provides necessary financial data to determine the financial health of the City and contains information regarding expected revenues and expected expenditures. During the fiscal year, actual experience (revenues and expenditures) are periodically measured against the plan.

The City prepares and refines written goals and policies which guide the preparation of financing and spending for the budget. Proposed budgets comply with the budget policies and City Council priorities. The budget emphasizes the services and activities required by the City to meet the needs of the community.

### **Basis of Accounting**

The City's accounting system operates on a modified accrual basis of accounting for all fund types. The basis of accounting refers to the timing of revenue and expenditure recognition for financial reporting.

In the public sector, a city government maintains a variety of "funds" that provide the basis for separately recording the financial data related to a specific activity. A fund is an accounting entity with a complete set of self-balancing accounting records. Each fund has been established because of some restriction on the use of the resources received by that fund. In the private sector, a corporation may have many subsidiaries that make up the parent corporation. Likewise, in the public sector, all funds make up the complete financial resources of the City. This report includes the transactions of all entities over which the City Council has authority (as defined by the Governmental Accounting Standards Board).

Governmental funds include the General, Special Revenue, Capital Projects, Internal Service, and Enterprise Funds. Under the modified accrual basis of accounting, revenues are recorded when received in cash or accrued when they are both measurable and collectible within the accounting period or soon enough after the end of the period to pay liabilities of the period. Expenditures, other than interest or long-term debt, are recorded when liabilities are incurred. At year-end, the City has prepared the required entries necessary to report the City financial position and activities on an accrual basis of accounting which recognizes revenues when earned and expenses when incurred.

In addition to maintaining funds to record accounting transactions, internal controls exist within the accounting system to ensure the safety of assets from misappropriation, unauthorized use or disposition, and to maintain the accuracy of financial record keeping. These internal controls must be established consistent with sound management practices based upon the cost/benefit of the controls imposed. The cost of a control should not be excessive to its derived benefit as viewed by City management. The internal controls in existence at the City of Indian Wells are

sufficient to ensure, both the safety of the City's assets and the accuracy of the financial record keeping system.

As a recipient of State and County financial resources, the City is also responsible for ensuring an adequate internal control structure is in place to ensure compliance with applicable laws and regulations related to those programs. The internal control structure is subject to periodic evaluation by the management of the City.

As part of the City's annual audit, reviews are made to determine the adequacy of the internal control structure, as well as to determine the City has complied with applicable laws and regulations. The results of the City's annual audit for the fiscal year ended June 30, 2018 provided no instances of material weaknesses in the internal control structure or significant violations of applicable laws and regulations.

### **Budgetary Basis of Accounting**

In preparing the budget, the same methodology is applied. The budget is prepared under the modified accrual basis of accounting for all governmental and agency type funds. Revenues are included in the budget when they become measurable and available as current assets. Appropriations are budgeted when measurable in the accounting period in which the fund liability is incurred.

### **Budget System**

A proposed budget is presented in accordance with the adopted budget schedule that accurately depicts the financial condition and goals of the City. The proposed budget will illustrate the General Fund, Special Revenue Funds, Capital Project Funds, Internal Service Funds, and Enterprise Funds so that the entire resources of the City may be viewed comprehensively for decision-making. Decision-making for capital improvements will be coordinated with the operating budget to make effective use of the City's overall resources for operating and maintaining public services.

### **Adjustments to the Budget**

After the budget has been adopted, it is sometimes necessary to amend the budget or provide for the appropriation or transfer of additional funds.

Supplemental appropriations are necessary to provide additional spending authority to meet unexpected events that impact operations or capital projects. Departments will be responsible for the preparation of a staff report requesting the supplemental appropriation for City Council consideration. The staff report should cite the amount of the appropriation, the funding source, the purpose for which the additional money is being requested, and why it is necessary. These documents should be forwarded to

the Finance Department for authorization and to verify the appropriate expenditure account prior to placing the staff report on the agenda for Council approval.

After Council approval of a supplemental request, the Finance Department will complete a supplemental appropriation form, attach approved Council action support, and post the supplemental appropriation. The Finance Department will notify the originating department that the transaction has been finalized.

Budget adjustments involve the reallocation of funds from one expenditure account to another within a fund. Budget adjustments do not change the overall budget within the fund. They usually involve a change in the intended use of the original appropriation. Departments can initiate budget adjustments by requesting the preparation of a Budget Adjustment Form from the Finance Department. After review and concurrence by the Finance Department, the form will be forwarded to the Finance Director for approval. The Finance Director may approve any budget transfer that is within a fund.

## **Operating and Capital Improvement Budget Calendar**

Beginning in February, City Council initiates a strategic planning session including citizens and City staff. Based upon the results captured in strategic planning, departments begin updating their respective strategies and propose a draft operating and capital budget.

From February through April, departments complete their proposed budgets including updated revenue and expenditure recommendations. Additionally, City staff begins initiating community outreach to provide information on the City's fiscal condition as well as solicit direct community input on budget priorities. In April, the City Manager assembles department proposals into a Proposed Budget reflecting the economic environment, fiscal condition, and priority needs of the City. City Council meetings, Finance Committee meetings, and study sessions are held to encourage active public dialogue regarding the Budget, culminating in the Budget's adoption by the City Council in June.

### **Budget Calendar of Events**

#### **February 2019:**

- City Council establishes goal setting, budgetary priorities, budget agenda, and capital improvement planning
- City Manager holds several program meetings with Senior Staff to develop preliminary budget based upon recently established criteria set by the City Council
- City Manager solicits input City Council and Senior Staff to draft a five-year capital plan

- First of several meetings with hotel partners to discuss transient occupancy tax projections
- Convene with County Auditor Controller to discuss property tax assessments and other tax revenues
- Hold meetings with Golf Resort Staff to discuss Golf Resort operating and capital plans

#### March 2019:

- Complete first draft of revenue and expenditure projections with fully supported analysis
- Provide draft budget to City Manager and Senior Staff for review, discussion, and compatibility with City Council priorities
- City Manager holds meetings with Senior Staff to discuss draft budget
- Update IWGR capital plan with IWGR Staff

#### April 2019:

- Finance Committee meeting to discuss draft budget based upon established criteria set by the City Council, answer questions, and gain approval to present the budget to the public at a scheduled study session
- Provide draft budgets to City Council in late April for review

#### May 2019:

- Hold a public study session allowing the City Council to receive public input and vet budget

#### June 2019:

- Hold a Public Meeting allowing the City Council to receive public input and adopt the operating and capital budgets as revised during the public study session

### **Reserve Policy**

The Reserve Policy defines the City's reserves and sets policy targets for reserves across City operations and capital programs. These reserves are intended to be the foundation for strong fiscal management guides for future City decisions.

Emergency Reserve: An Emergency Reserve is to be maintained for the purpose of sustaining General Fund operations at the time of qualifying emergencies as declared by City Council. The Emergency Reserve will not be accessed to meet operating shortfalls or to fund new programs or personnel.

Capital Reserves: The City established eight long-term capital replacement funds as a part of a good governance strategy. Replacement funds provide the funding necessary to construct capital improvement projects identified in the capital budgeting process.

## **Summary of Investment Policy**

It is the policy of the City of Indian Wells to invest public funds in a manner which provides the maximum security of the City's capital while meeting the daily cash flow demands and conforming to state and local statutes governing the investment of public funds; and beyond that, to maximize return within an acceptable and defined level of risk.

The standard to be used by investment officials is that of a "prudent person" and is applied in the context of managing all aspects of the overall portfolio. Investments are made with judgment and care, under circumstances then prevailing, which persons of prudence, direction, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The City Treasurer and other individuals assigned to manage the investment portfolio, acting within the intent and scope of the investment policy and other written procedures and exercising due diligence, are relieved of personal responsibility and liability for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely manner and appropriate action is taken to control adverse developments.

Safety of principal is the foremost objective of the investment program. Investments of the City of Indian Wells are undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To obtain this objective, the City will mitigate credit risk and interest rate risk.

## **Debt Policy**

The City's overriding goal in issuing debt is to provide for infrastructure and capital project needs while ensuring debt is issued and managed prudently to maintain a sound fiscal position and protect credit quality. The City issues debt instruments, administers City debt proceeds, and makes debt service payments, acting with prudence, diligence, and attention to prevailing economic conditions. This policy documents the City's goals for the use of debt instruments and provides guidelines for the use of debt for financing the City's infrastructure and project needs. At this time, the City has no debt issued and does not anticipate issuance of debt in the next two years.

Debt is an equitable means of financing projects and represents an important means of providing for the infrastructure and project needs of the City. Debt is used to finance projects (i) if it meets the City goal of equitable treatment of all customers, (ii) if it is

the most cost-effective means available, and (iii) if it is fiscally prudent, responsible, and diligent under the prevailing economic conditions.

The pay-as-you go method of using current revenues to pay for long-term infrastructure and other projects is the preferred means of financing as it avoids interest expense. The City will endeavor to pay for all infrastructure and other projects from a combination of current revenues, available reserves, and prudently issued debt.

### **Fraud Prevention and Deterrence Policy**

The City of Indian Wells is committed to protecting the organization, its operations, its employees, and its assets against the risk of loss or misuse. Accordingly, the policy of the City is to identify and investigate any possibility of fraudulent or related dishonest activities against the City and, when appropriate, to pursue legal remedies available under the law.

It is the policy of the City to facilitate the development of controls which will aid in the detection and prevention of fraud, impropriety, or irregularity. The City promotes consistent organizational behavior by providing guidelines and assigning responsibility for the development of controls and conduct of investigations.

The City investigates suspected acts of fraud, misappropriation, or other similar irregularity. An objective and impartial investigation is conducted regardless of the position, title, and length of service or relationship with the City of any party who is involved in or is the subject of such investigation.

Internal controls are the foundation of safe and sound practices and are designed to ensure the organization is effective and efficient. A properly designed and consistently enforced system of operational and financial internal control ensures management's safeguard the City's resources, produce reliable reporting, and comply with laws and regulations. Effective internal control reduces the possibility of significant errors, risks, and irregularities and assists in their timely detection when they do occur. Management is primarily responsible for internal controls.

### **Overhead Cost Allocation**

Overhead costs shall be allocated to the appropriate program within the limits of local, State, and federal laws.

### **Multi-Year Estimates**

Each year, the City updates revenue and expenditure forecasts for the next ten years. Forecasts include estimated maintenance and operating costs of future capital

improvements. This budget data is presented to elected officials to facilitate annual budget decisions, based on a multi-year strategic planning perspective.

## **Fees**

Fees are set to cover 100% of the cost of service delivery, unless such amount prevents customers from obtaining an essential service. Fees or service charges should not be established to generate money more than the cost of providing services. Fees may be less than 100% if Council determines other factors (e.g., market forces, competitive position, etc.) need to be recognized.

## **Interfund Loans**

Interfund loans are loans from one fund to another fund for a designated purpose. Loan amount, term, and repayment source are identified any time a loan is recommended. Loans are coordinated with the City Attorney's Office to ensure compliance with the Municipal Code and approved by City Council. A summary of all outstanding loans will also be included in the annual Comprehensive Annual Financial Report (CAFR). Interfund loans may not be used to solve ongoing structural budget problems.

## **Risk Management**

The California Joint Powers Insurance Authority (CJPPIA) was formed in 1978 under a joint exercise of powers agreement between local governments for jointly funding programs of insurance under Section 990 of the California Government Code. The Authority is governed by a Board of Directors, which is composed of one director from each member organization that maintains membership in the liability program.

The City joined the California Joint Powers Insurance Authority in November 1987 to provide for the transfer of risk for general liability. The limit of insurance provided is \$50 million, combined single limit occurrence. The City has all risk property insurance, environmental liability, workers' compensation and a fidelity blanket bond.

## **Independent Audit**

An annual independent audit of the City's financial statements was conducted. The accounting firm of Vavrinek, Trine, Day & Co, LLP, was appointed by the City Council and reported to the Finance Committee to perform the annual audit.

## **Annual Internal Control Review**

The City is responsible for ensuring an adequate internal control structure is in place. The internal control structure is subject to constant evaluation by the management of the City and annual review by independent auditors. Reviews determine the adequacy of the internal control structure, as well as to determine if the City complied with applicable laws and regulations. The

results of the City's annual audit for the fiscal year ended June 30, 2018 provided no instances of material weaknesses in the internal control structure or significant violations of applicable laws and regulations.

## **Budget Fund Structure**

The major funds for budgetary purposes differ from the major funds reported by the City in the audited financial statements. The City had five major funds listed in the statements. In the statements, major funds relate to funds whose revenues, expenditures, assets, or liabilities are at least ten percent of corresponding totals for all governmental or enterprise funds and at least five percent of the aggregate amount for the same item. In the budget document, excluding other financing sources and uses, major funds constitute more than ten percent of the revenues of the appropriated budget.

The General Fund is the general operating fund of the City. All general tax revenues and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in the General Fund. Expenditures of this fund include the general operating expenses and capital improvement costs which are not paid through other funds.

Special Revenue Funds are used to account for the revenues derived from specific revenue sources, which are usually required by law or administrative regulation to be accounted for in separate funds.

Capital Improvement Funds are used to account for the financial resources segregated for the development, construction, and improvement of the City.

Internal Service Funds are used to account for the financing of services provided by one department to other departments of the government, on a cost reimbursement basis.

Enterprise Funds are used to report the business-type activity for which a fee is charged to external users for goods or services.

## BUDGET FUND STRUCTURE

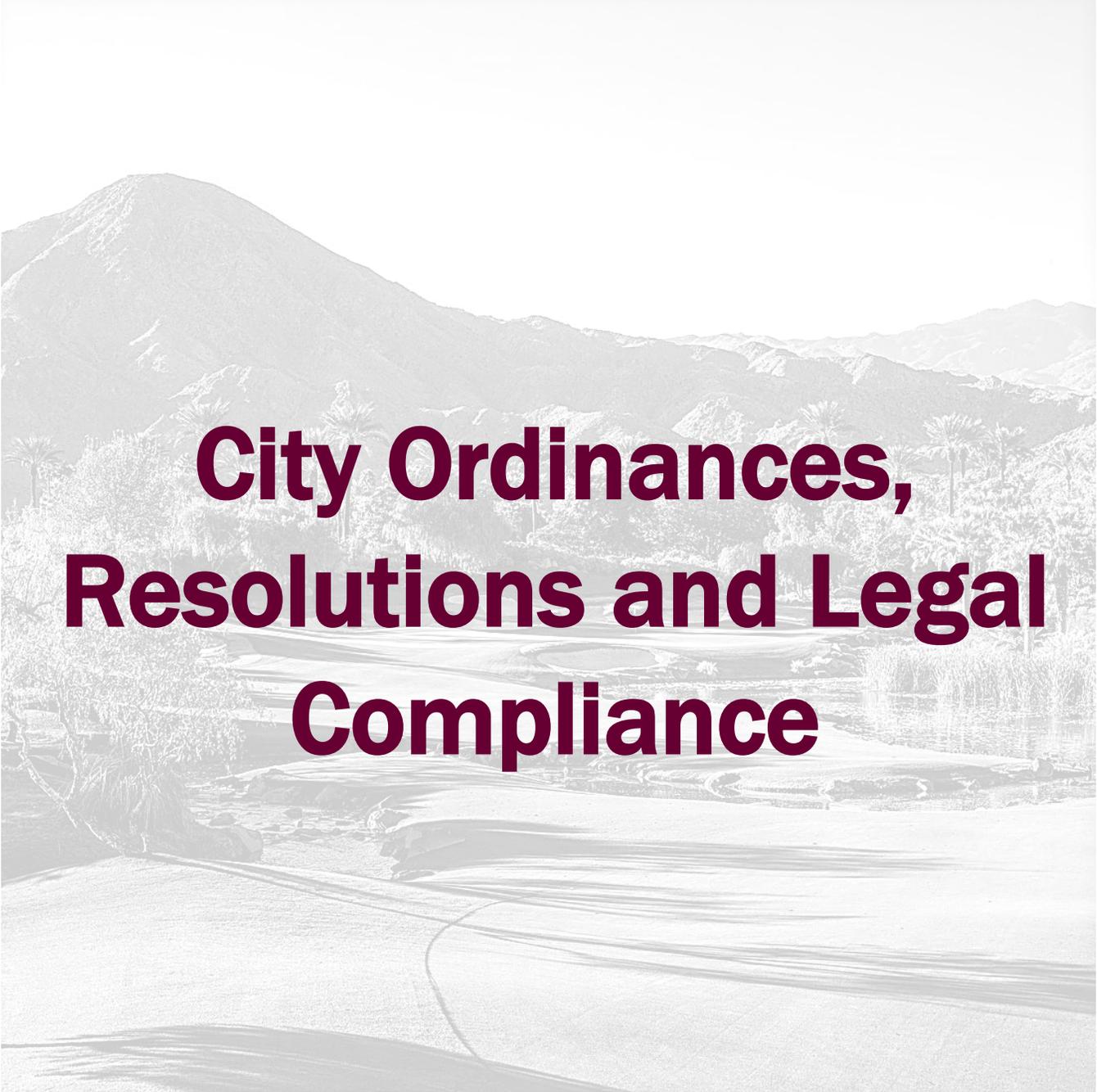
### CITY OF INDIAN WELLS BUDGETING FUNDS

GENERAL FUND (MAJOR)	SPECIAL REVENUE FUNDS	CAPITAL IMPROVEMENT FUNDS
INTERNAL SERVICE FUNDS	Traffic Safety	Park Facilities in Lieu
Retirement Benefit	Public Safety	Citywide Public Improvement
Compensated Absences Reserve	Measure "A"	Capital Improvements
	FAMD	Art in Public Places
	SCAQMD	Hwy 111 Circulation Improvement
	COPS AB3229	Infrastructure Capital Reserve
	Gas Tax (5)	FFE & Rolling Stock Capital Reserve
ENTERPRISE FUNDS	Fire Protection Services	Golf Resort Capital Reserve
Indian Wells Golf Resort (Major)	AB939 Recycling	Building & Structures Capital Reserve
Club Drive Property	Solid Waste	Facilities Capital Reserve
	Street Lighting	
	Landscape & Lighting Districts (18)	

### Major Funds Descriptions:

General Fund (39% of Revenues) – accounts for all financial resources of the general government, except those required to be accounted for in another fund. The General Fund generates the majority of its revenue from Transient Occupancy Tax, Property Tax, and Admissions Tax.

Indian Wells Golf Resort Fund (34% of Revenues) – accounts for all financial resources of the golf resort. The golf resort is owned by the City and is managed by a contracted third party. This fund generates its revenue from the operation of the two golf courses and clubhouse facilities.



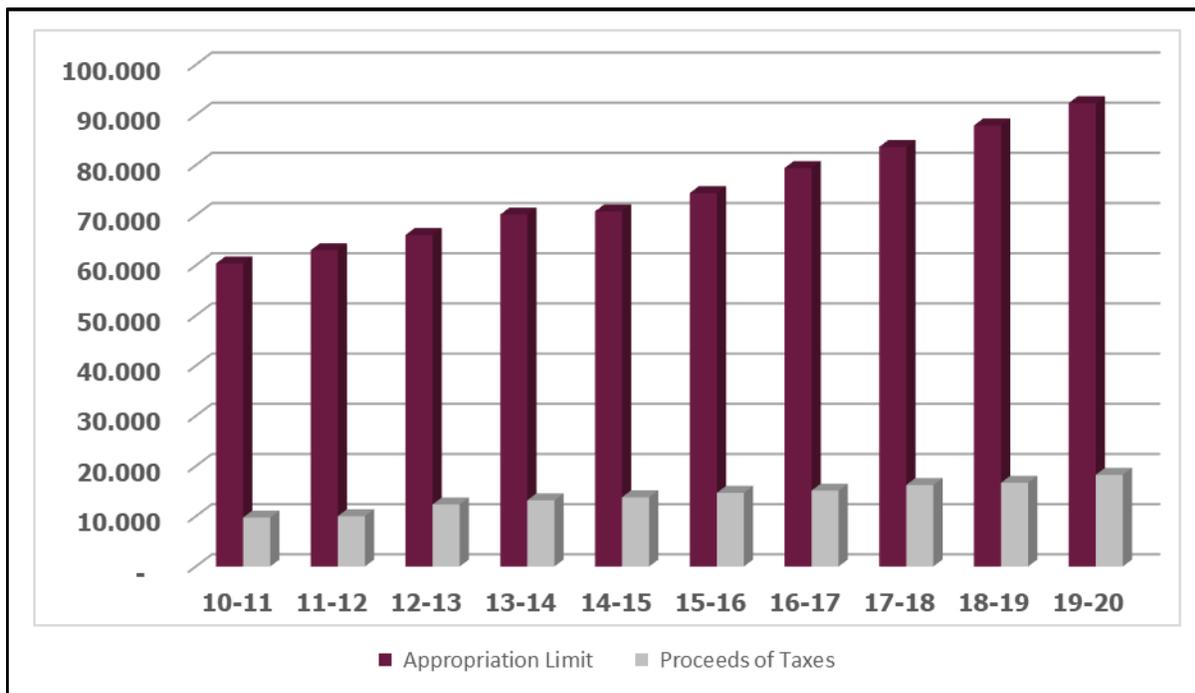
**City Ordinances,  
Resolutions and Legal  
Compliance**

## Fiscal Year 2019/20 Annual Spending Limitation

In November 1979, voters of the State of California approved Proposition 4, commonly known as the Gann Initiative. The Proposition created Article XIII B of the State Constitution, placing limits on the amount of revenue that can be spent by all entities of government. Proposition 4 became effective for the 1980-81 fiscal year, but the formula for calculating the limit was based on the 1978-79 "base year" revenues.

The limit specifies the maximum appropriations that may be funded by proceeds of taxes. Adopted limits are to be adjusted each year by a "change factor" that is tied to growth indicators specified by the State. By applying the change factor to the prior year's appropriation limit, a new limit is calculated for the next fiscal year. If a city receives more revenue than the appropriation limit, the revenue must be returned to the taxpayers through a tax reduction or refund.

Currently, the City is at 19.78% of its limit with total proceeds of taxes of \$18,271,699. This indicates that the City is in a positive appropriation position and in compliance with the law.



**RESOLUTION NO. 2019-26**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF INDIAN WELLS,  
CALIFORNIA, APPROVING AND ADOPTING THE ANNUAL  
APPROPRIATION LIMIT FOR THE FISCAL YEAR ENDING JUNE 30, 2020**

**WHEREAS**, on November 6, 1979, the voters in California added Article XIII B to the State Constitution placing various limitations on the appropriations of the state and local governments; and

**WHEREAS**, Article XIII B provides that the appropriations limit for the new Fiscal Year is calculated by adjusting the base Fiscal Year 1978-79 appropriations by the lower of (1) U.S. CPI or California Per Capita Income, or (2) City Population Growth; and

**WHEREAS**, in June of 1990, the voters in California modified Article XIII B to the State Constitution by approving Proposition III and SB 88 which allows cities to choose between the following adjustment factors when adjusting the base year appropriations: (1) either the growth in the California per capita income and City (or County) population growth, or (2) the growth in the non-residential assessed valuation due to new construction within the City and City (or County) population growth; and

**WHEREAS**, the City chooses to use the growth in California per capita income and City population growth as the factor for calculating the appropriations limit; and

**WHEREAS**, the City of Indian Wells has complied with the provisions of Article XIII B in determining the appropriations limit for Fiscal Year 1990-91, Fiscal Year 1991-92, Fiscal Year 1992-93, Fiscal Year 1993-94, Fiscal Year 1994-95, Fiscal Year 1995-96, Fiscal Year 1996-97, Fiscal Year 1997-98, Fiscal Year 1998-99, Fiscal Year 1999-00, Fiscal Year 2000-01, Fiscal Year 2001-02, Fiscal Year 2002-03, Fiscal Year 2003-04, Fiscal Year 2004-05, Fiscal Year 2005-06, Fiscal Year 2006-07, Fiscal Year 2007-08, Fiscal Year 2008-09; Fiscal Year 2009-10; Fiscal Year 2010-11; Fiscal Year 2011-12; Fiscal Year 2012-13; Fiscal Year 2013-14; Fiscal Year 2014-15; Fiscal Year 2015-16; Fiscal Year 2016-17; Fiscal Year 2017-18; Fiscal Year 2018-19; and Fiscal Year 2019-20;

**NOW, THEREFORE**, the City Council of the City of Indian Wells **DOES HEREBY RESOLVE** that the appropriations limitation in Fiscal Year 2019-20 is hereby adopted at \$92,355,304 for the City of Indian Wells on a provisional basis using the alternative factor of California Per Capita Income for the inflationary adjustment.

**PASSED, APPROVED, AND ADOPTED** by the City Council of the City of Indian Wells, California, at a regular meeting held on this 6<sup>th</sup> day of June 2019.

  
\_\_\_\_\_  
**TED J. MERTENS**  
**MAYOR**

**CERTIFICATION FOR RESOLUTION NO. 2019-26**

I, Anna Grandys, City Clerk of the City Council of the City of Indian Wells, California **DO HEREBY CERTIFY** that the whole number of the members of the City Council is five (5); that the above and foregoing resolution was duly and regularly passed and adopted at a regular meeting of the City Council of the City of Indian Wells the 6<sup>th</sup> day of June 2019, by the following vote:

AYES: Balocco, Mertens, Muzik, Peabody, Reed  
NOES: None

**ATTEST:**



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**ANNA GRANDYS**  
**CITY CLERK**

**APPROVED AS TO FORM:**



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**JEFFREY S. BALLINGER**  
**CITY ATTORNEY**

**RESOLUTION NO. 2019-25**

**A RESOLUTION OF THE CITY OF INDIAN WELLS, CALIFORNIA,  
ADOPTING THE OPERATING AND CAPITAL BUDGETS FOR THE CITY OF  
INDIAN WELLS FOR FISCAL YEARS 2019-20 AND 2020-21**

**WHEREAS**, the City Council held a public Study Session on May 16, 2019 to review, consider, deliberate, and collect public input regarding the proposed biennial operating budget and capital improvement budget for the City of Indian Wells for fiscal year 2019/20 and fiscal year 2020/21; and

**WHEREAS**, the proposed biennial operating budget and capital improvement budget submitted were modified by the City Council during the public Study Session; and

**WHEREAS**, a proposed biennial operating budget and capital improvement budget for the City of Indian Wells were submitted to the City Council on June 6, 2019; and

**WHEREAS**, the proposed biennial operating budget and capital improvement budget submitted have been reviewed by the City Council.

**NOW, THEREFORE**, the City Council of the City of Indian Wells **DOES HEREBY RESOLVE** as follows:

**SECTION 1. Operating and Capital Budget Approved for Adoption.** Pursuant to and in accordance with applicable provisions of the Charter of the City of Indian Wells, the biennial operating budget and capital improvement budget for Fiscal Years 2019-20 and 2020-21, submitted by the City Manager to the City Council on June 6, 2019, is hereby **APPROVED** for adoption.

**SECTION 2. Proposed Budget for Fiscal Years 2019-20 and 2020-21.** There is hereby appropriated from the unappropriated fund balances anticipated to be available on July 1, 2019, and from the estimated revenues and transfers in to be received during the Fiscal Years beginning July 1, 2019 and ending June 30, 2021, the following amounts necessary to fund the operating programs of the City Departments and the Capital Improvements Program for the City of Indian Wells during said Fiscal Years:

	<u>Fiscal Year</u> <u>2019/20</u>	<u>Fiscal Year</u> <u>2020/21</u>
101 General Fund	60,670,440	63,035,104
202 Traffic Safety	19,196	15,948
203 Public Safety 1/2 Cent Sales Tax	32,024	25,740
204 Measure "A"	333,609	341,900
209 F.A.M.D. #1	3,912,402	4,247,148
210 SCAQMD (VEHICLE REG.)	15,107	15,997
211 AB 3229 COPS Funding	223,904	222,735
214 Gas Tax 2103 Maintenance	47,590	48,591
215 Gas Tax 2105 Maintenance	33,435	34,105
216 Gas Tax 2106 Maintenance	27,855	28,359
217 Gas Tax 2107 Maintenance	40,771	41,610
218 Gas Tax 2107.5 Eng/Admin	3,736	1,766
219 Gas Tax RMRA	84,879	87,305
228 Emergency Upgrade Services	7,641,356	7,473,225
247 AB 939 Recycling Fund	662,858	738,592
248 Solid Waste	1,165,069	1,160,364
251 Street Lighting District 2001	10,663	10,738
253 Indian Wells Villas	1,886,397	1,908,495
254 Mountain View Villas	2,649,758	2,682,919
256 Housing Authority	16,153,048	16,333,619
271 Eldorado Drive LLMD	92,845	88,215
272 Montecito/Stardust LLMD	19,333	20,891
273 Casa Dorado LLMD	25,262	26,038
274 The Cove LLMD	21,988	22,659
275 SH111/IWGR (Entrance) LLMD	215,889	222,485
276 Club/IW Lane LLMD	38,504	37,113
277 Colony LLMD	118,813	121,773
278 Colony Cove Estates LLMD	68,435	67,497
279 Desert Horizons LLMD	476,126	490,096
280 Mountain Gate LLMD	131,240	132,629
281 Mountain Gate Estates LLMD	58,233	57,467
282 Village LLMD	382,961	382,772
283 Valdia LLMD	35,857	35,733
284 Club, South of 111 LLMD	24,803	25,155
285 Montelena LLMD	117,190	119,345
286 Sundance LLMD	45,005	46,424
287 Province LLMD	247,099	252,516
288 Province DBAD	560,431	547,431
314 Park-in-Lieu Fees	(1,161,255)	(1,102,420)
315 Citywide Public Improvement Fee	98,458	187,795
316 Capital Improvement	2,014,580	2,509,118
319 Art In Public Places	185,934	206,827
321 Highway 111 Circulation Imp Fee	(28,789)	(28,689)
326 Infrastructure Capital Reserve	11,651,297	11,765,340
327 FF&E and Rolling Stock Capital Reserve	2,526,688	2,639,686
328 Golf Resort Capital Reserve	3,065,960	3,188,728
329 Building & Structure Capital Reserve	3,532,084	3,576,142
330 Facilities Capital Reserve	2,510,681	2,609,915
331 Technology Capital Reserve	73,500	149,363
332 City Streets Capital Reserve	1,105,000	2,244,875
333 City Vehicles Capital Reserve	36,300	73,840
453 Successor Agency Debt Service	9,522,534	9,889,110
456 Successor Agency Obligation Retirement Fund	16,638,997	16,994,855
560 Indian Wells Golf Resort	13,449,604	13,770,367
601 Retirement Benefit Fund	4,697,324	6,107,342
602 Compensated Absences Reserve	571,614	574,614
<b>Total All Funds</b>	<b><u>168,784,620</u></b>	<b><u>176,507,306</u></b>

**SECTION 3. Authorized Interfund Transfers for Fiscal Year 2019/20.** There are hereby authorized the transfers of the following amounts from one fund to another fund for Fiscal Year 2019/20.

<u>Fund</u>	<u>Description</u>	<u>Amount</u>
101	From General Fund to:	
316	Capital Improvement	1,404,292
	Total Transfers	1,404,292

**SECTION 4. Authorized Interfund Transfers for Fiscal Year 2020/21.** There are hereby authorized the transfers of the following amounts from one fund to another fund for Fiscal Year 2020/21.

<u>Fund</u>	<u>Description</u>	<u>Amount</u>
101	From General Fund to:	
316	Capital Improvement	1,924,500
	Total Transfers	1,924,500

**SECTION 5. Legislative Control.** The legislative format of the adopted budget shall be by Fund and Program for the operating budget and by Fund and Capital Project Group for the Capital Budget, as specified above in Section 1; and that the change of any appropriation authorized above shall be subject to approval of the City Council.

**SECTION 6. Administrative Budget Control.** It is hereby declared that, in addition to the legislative format, there is a need for administrative control over the adopted budget; and, that the Finance Director, under the direction of the City Manager, shall detail the adopted budget to administrative control accounts; and that such detailing shall be consistent with the legislative format by program for the operating budget and by project and expense item within a Capital Program Group for the capital budget.

**SECTION 7. Budget Carryovers.** It is hereby approved that all appropriations for prior fiscal years shall lapse at the end of Fiscal Year 2018/19 and any remaining amounts shall be credited to their respective fund balances, except for: Specific orders or encumbrances for operating and capital budgets outstanding at the end of year, and as deemed necessary by the Finance Director, may be carried over to the following fiscal year. The Finance Director shall carry over the appropriation without further City Council action.

**SECTION 8. Findings Concerning City Charter.** The City Council finds that expenditures set forth in the biennial operating budget for official meetings/conferences and for community presentation as set forth in the City Council department budget do not constitute payment for or reimbursement by the City to City Council Members for their personal use or benefit, as generally set forth in Section 101 of the City Charter, but instead pertain to matters of City business.

**SECTION 9. Filing the Adopted Budget in the Office of the City Clerk.** The City Clerk is hereby **DIRECTED** to file the biennial operating budget and capital improvement budget for Fiscal Years 2019-20 and 2020-21 as adopted by the City Council on June 6, 2019, in the Office of the City Clerk.

**SECTION 10. Effective Date.** This Resolution shall take full force and effect on July 1, 2019, after its adoption by the City Council.

**PASSED, APPROVED, AND ADOPTED** by the City Council of the City of Indian Wells, California, at a regular meeting held on this 6<sup>th</sup> day of June 2019.

  
TED J. MERTENS  
MAYOR

**CERTIFICATION FOR RESOLUTION NO. 2019-25**

I, Anna Grandys, City Clerk of the City Council of the City of Indian Wells, California **DO HEREBY CERTIFY** that the whole number of the members of the City Council is five (5); that the above and foregoing resolution was duly and regularly passed and adopted at a regular meeting of the City Council of the City of Indian Wells the 6<sup>th</sup> day of June 2019, by the following vote:

AYES: Balocco, Mertens, Muzik, Peabody, Reed  
NOES: None

**ATTEST:**

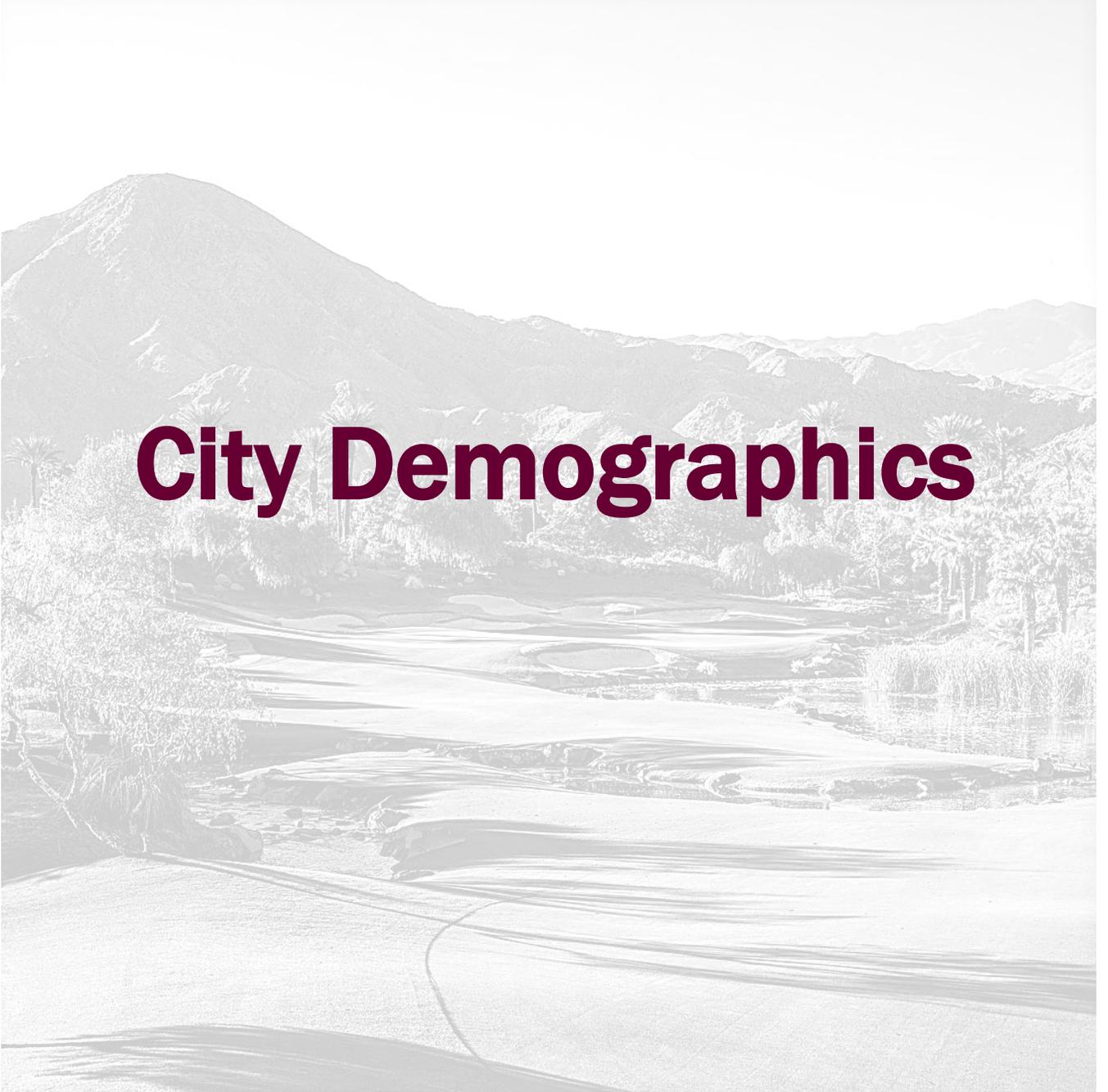
  
ANNA GRANDYS  
CITY CLERK

**APPROVED AS TO FORM:**

  
JEFFERY S. BALLINGER  
CITY ATTORNEY



**INDIAN WELLS**  
CALIFORNIA



**City Demographics**

## CITY DEMOGRAPHICS

### Miscellaneous Statistics

June 30, 2019

<b>Geographic Location:</b>	The City of Indian Wells is located 124 miles east of Los Angeles and 502 miles south of San Francisco.
<b>Population:</b>	5,574
<b>Area in square miles:</b>	15.04
<b>Form of Government:</b>	Council-Manager/ General Law
<b>Type of City:</b>	Charter
<b>Date of Incorporation:</b>	July 14, 1967
<b>Number of FTE:</b>	33
<b>Public Safety:</b>	
<b>Police Department</b>	A Deputy Sheriff, Traffic Deputy, Community Service Officers (CSOs), and Burglary Suppression Units are provided through contract with the Riverside County Sheriff's Department. Coverage by the Deputy Sheriff and CSOs is continuous, 24 hours/day.
<b>Fire Department</b>	Under contract with the Riverside County Fire Department, two Paramedics, two Firefighters, and a Captain provide continuous 24 hours/day coverage.
<b>Recreation:</b>	36 hole country club style municipal golf course 5 private country clubs with 135 holes of golf 53 private tennis courts
<b>Accommodations:</b>	1,460 standard, deluxe and private villas 40 outdoor meeting venues 3 serene spas

## DEMOGRAPHIC PROFILE

The City of Indian Wells is located 124 miles east of Los Angeles in Southern California's foremost desert resort region - the Coachella Valley. World-class golf, abundant sunshine and beautiful desert scenery abound in Indian Wells. The City is distinguished by its high-end residential country clubs, championship golf resorts and unrivalled tennis.

### 2018 Population

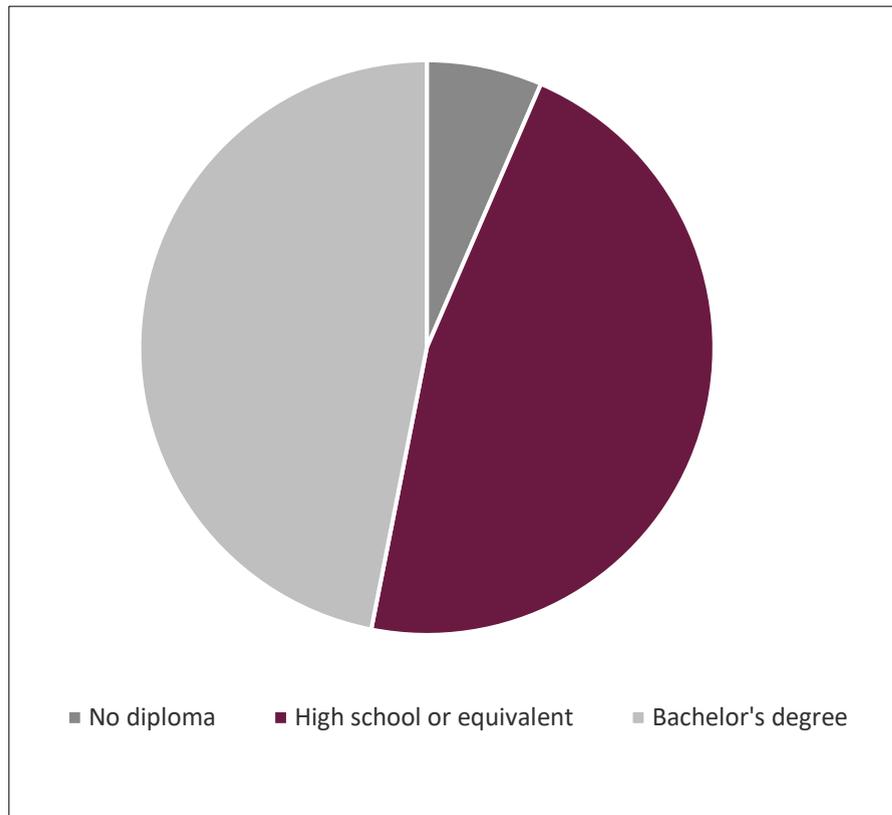
#### Population Breakdown

Male	2,827	50.7%
Female	2,747	49.3%
<b>Total Population</b>	<b>5,574</b>	
Annual Growth Rate		0.45%
Unemployment Rate		2.4%

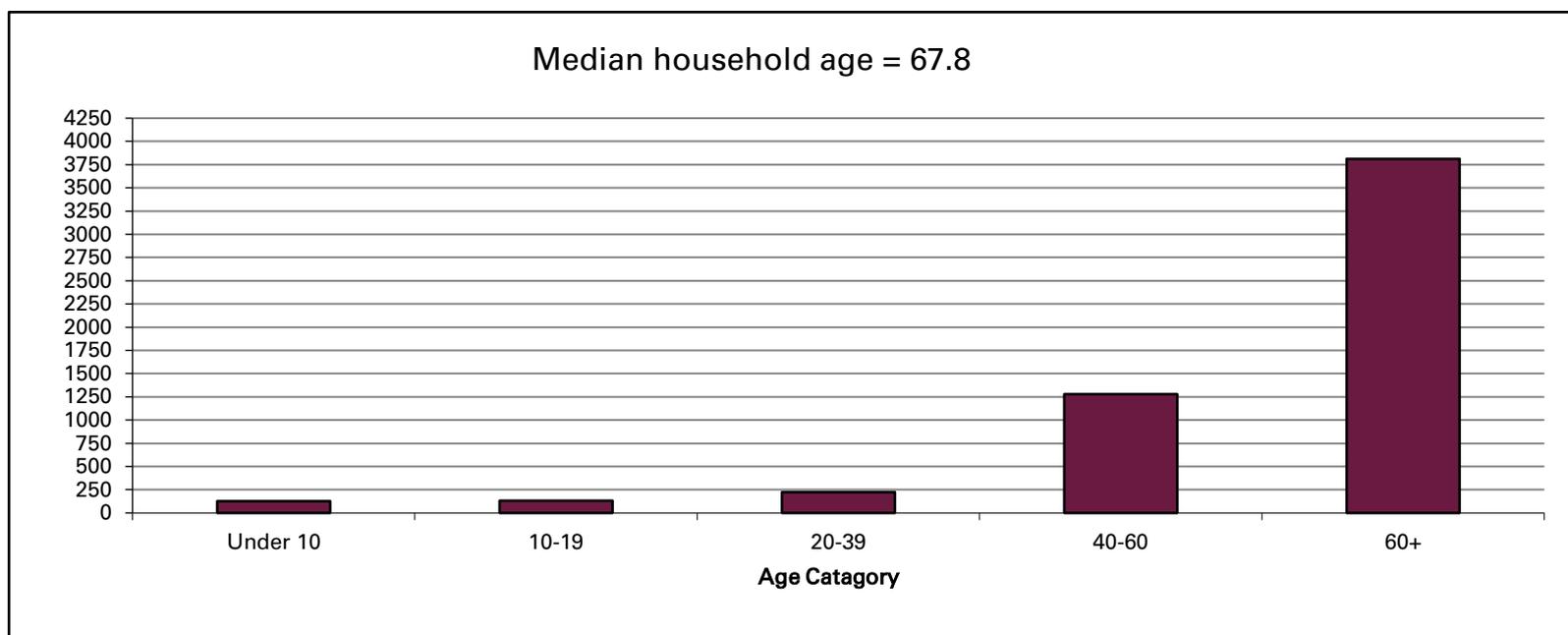
#### Household Statics

Total Households	2,963
Persons per Household	1.9
Median Household Income	\$ 103,516
Average Household Income	\$ 138,632
Median Home Value	\$ 717,000

#### Education for Residents over age 25



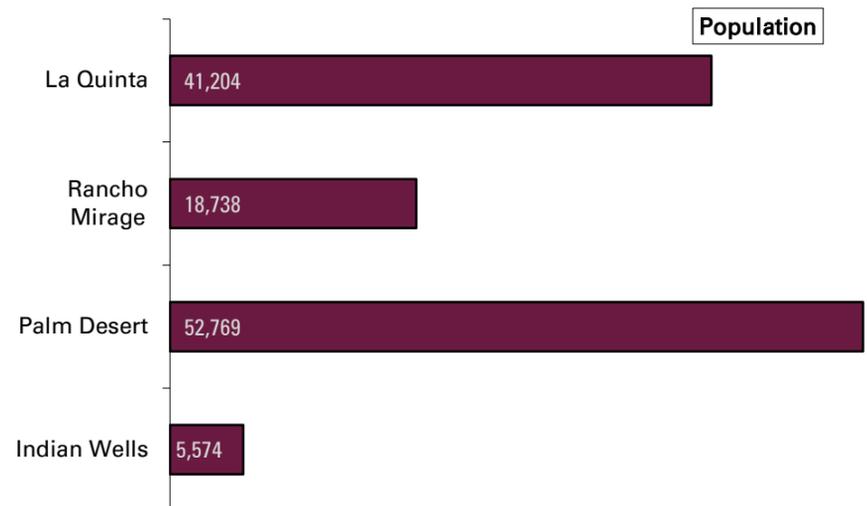
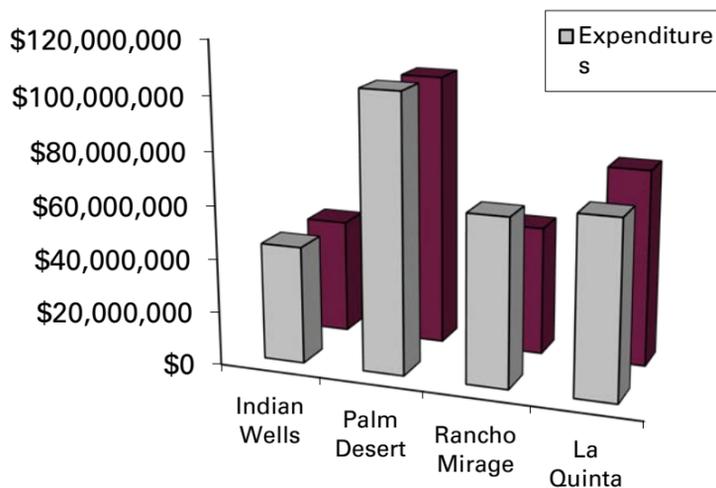
#### Age Breakdown



## Government-Wide Financial Comparisons to Valley Cities

Fiscal Year 2017/18

	Indian Wells	Palm Desert	Rancho Mirage	La Quinta
	City Total	City Total	City Total	City Total
Population	5,574	52,769	18,738	41,204
City Land Area - (Square Miles)	15.0	25.5	24.7	35.1
Population Per Square Mile	371	2,069	759	1,174
<b>STATEMENT OF ACTIVITIES</b>				
Governmental Activities:				
General Government	\$ (8,102,188)	\$ (18,467,097)	\$ (13,976,257)	\$ (8,869,174)
Community Development & Parks	(2,867,417)	(20,588,748)	(3,604,593)	(13,583,402)
Public Safety	(9,918,617)	(36,543,050)	(15,635,002)	(22,508,088)
Public Works/Services	(6,685,611)	(18,358,907)	(28,243,389)	(15,580,975)
Interest- Long Term Debt	-	(259,250)	(1,916)	(1,468,971)
Payments to Other Agencies				
Total Governmental Activities	(27,573,833)	(94,217,052)	(61,461,157)	(62,010,610)
Business-Type Activities:	(16,418,280)	(9,694,035)	(1,334,576.00)	(4,318,463)
Total Primary Government	(43,992,113)	(103,911,087)	(62,795,733)	(66,329,073)
TOTAL PROGRAM REVENUES	23,149,394	48,128,355	13,455,055	15,755,752
NET GOVERNMENTAL ACTIVITIES	(20,842,719)	(55,782,732)	(49,340,678)	(50,573,321)
General Revenues:				
Taxes:				
Property Taxes, levied	3,255,668	11,512,243	4,670,127	15,887,015
Transient Occupancy Taxes	7,943,017	17,295,857	10,633,834	10,752,788
Sales Taxes	1,111,159	18,245,029	6,348,008	18,956,985
Franchise Taxes	929,551	3,097,521	1,299,089	1,977,179
Other Taxes	3,474,244	1,704,281	11,671,766	5,005,007
Investment Income	1,861,285	1,976,409	70,313	807,165
Miscellaneous	1,314,842	17,274	140,938	649,566
Extraordinary gain/(loss)	-	-		3,624,121
Total General Revenues	19,889,766	53,848,614	34,834,075	57,659,826
Change in Net Assets	(952,953)	(1,934,118)	(14,506,603)	7,086,505
Net Assets at Beginning of Year	311,894,957	794,406,538	305,932,467	712,365,190
Restatement of Net Assets		-		-
<b>NET ASSETS AT END OF YEAR</b>	<b>\$ 310,942,004</b>	<b>\$ 792,472,420</b>	<b>\$ 291,425,864</b>	<b>\$ 719,451,695</b>

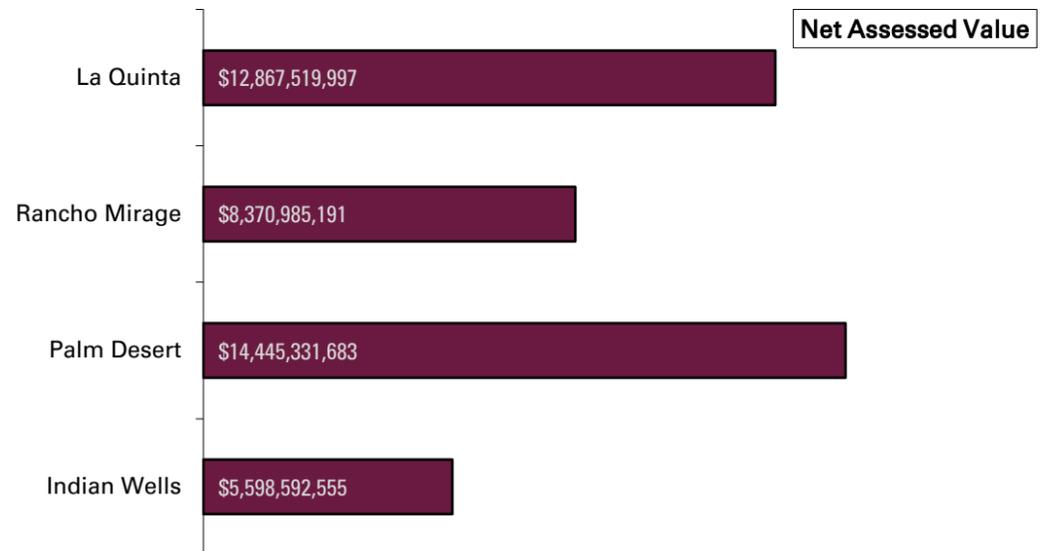
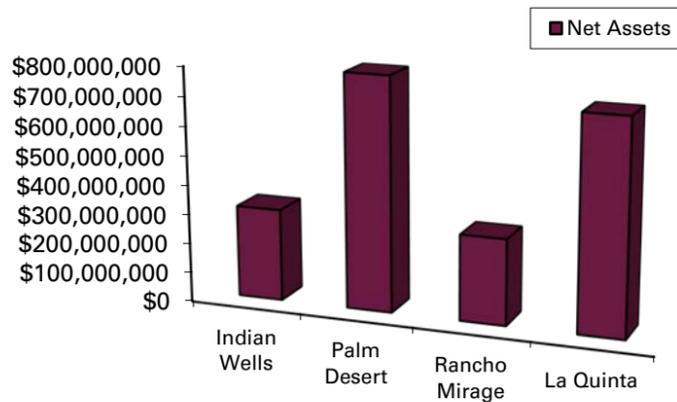


Source: Fiscal Year 2017/18 Comprehensive Annual Financial Reports

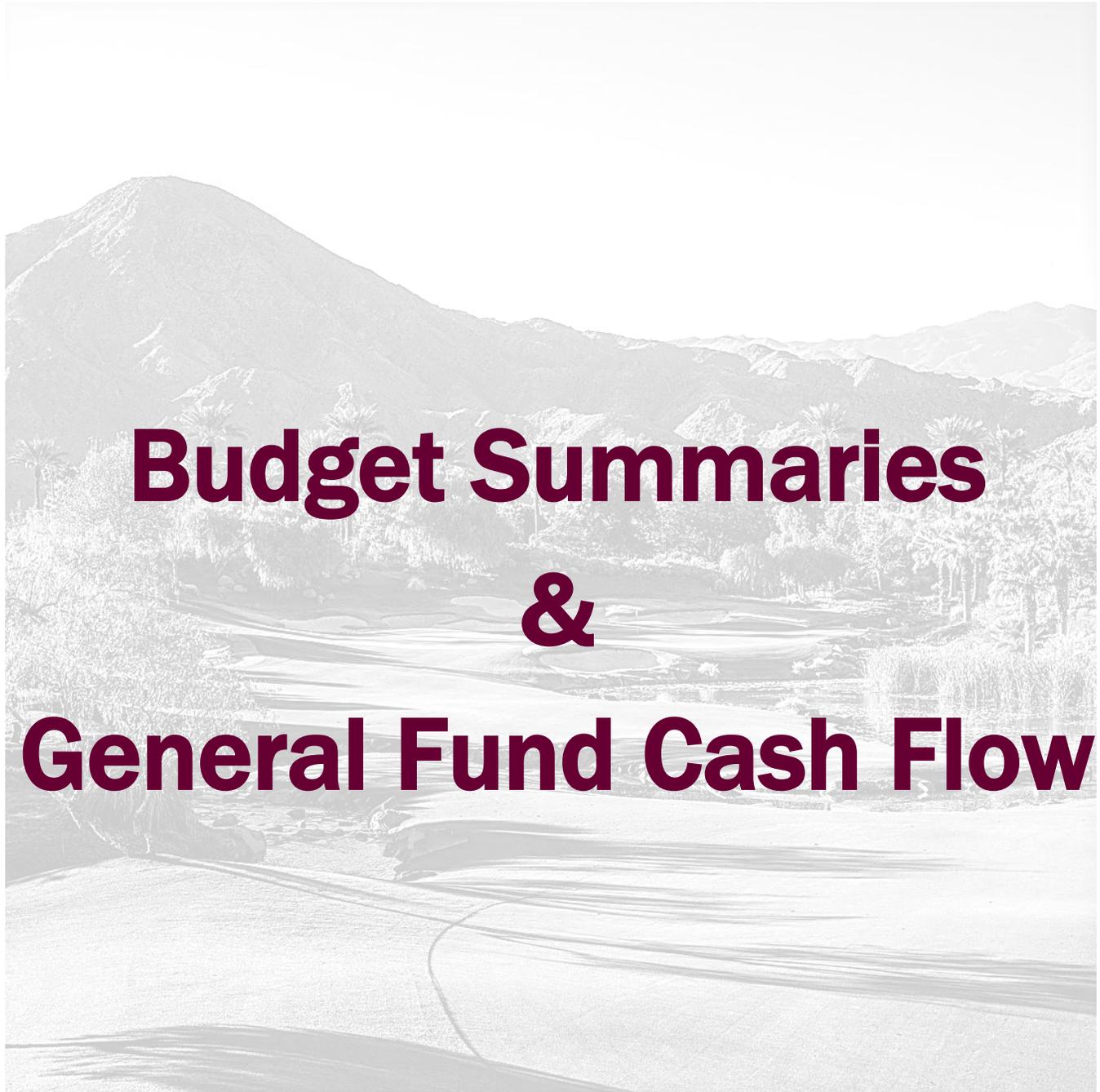
## Government-Wide Financial Comparisons to Valley Cities

### Fiscal Year 2017/18

	<b>Indian Wells</b>	<b>Palm Desert</b>	<b>Rancho Mirage</b>	<b>La Quinta</b>
	City Total	City Total	City Total	City Total
17/18 Net Assessed Value	\$ 5,598,592,555	\$ 14,445,331,683	\$ 8,370,985,191	\$ 12,867,519,997
<b>STATEMENT OF NET ASSETS</b>				
<b>Assets:</b>				
Cash, Investments & Receivables	\$ 65,905,881	\$ 204,645,381	\$ 104,910,227	\$ 143,408,927
Prepaid Items & Inventory	943,725	492,046	215,170	804,644
Deposits & Due From Other Govt's	25,289,192	48,092,514	5,531,712	40,241,141
Restricted Assets	3,354,236	109,432,301	10,943,386	5,190,412
Land Held For Resale	-	61,516		8,320,000
Capital Assets	223,206,034	508,789,197	186,830,996	554,499,474
<b>TOTAL ASSETS</b>	<b>\$ 318,699,068</b>	<b>\$ 871,512,955</b>	<b>\$ 308,431,491</b>	<b>\$ 752,464,598</b>
<b>Liabilities:</b>				
Current	\$ 4,375,141	\$ 26,016,199	\$ 6,508,098	\$ 15,147,608
Noncurrent	3,122,926	53,088,328	10,497,528	17,865,295
<b>TOTAL LIABILITIES</b>	<b>\$ 7,498,067</b>	<b>\$ 79,104,527</b>	<b>\$ 17,005,626</b>	<b>\$ 33,012,903</b>
<b>Net Assets:</b>				
Invested in Capital Assets, Net of Related Debt	\$ 223,206,034	\$ 507,295,867	\$ 186,830,996	\$ 554,499,474
Restricted:	24,826,575	197,349,364	31,681,168	39,263,604
Unrestricted:	62,909,395	87,827,189	72,913,700	125,688,617
<b>TOTAL NET ASSETS</b>	<b>\$ 310,942,004</b>	<b>\$ 792,472,420</b>	<b>\$ 291,425,864</b>	<b>\$ 719,451,695</b>



Source: Fiscal Year 2017/18 Comprehensive Annual Financial Reports



**Budget Summaries  
&  
General Fund Cash Flow**

# City Wide Summary Report

	2017/2018 Year End Actual	2018/2019 Current Budget	% Change	2019/2020 Projected Appropriation	% Change	2020/2021 Projected Appropriation	% Change
<b>Beginning Fund Balance</b>	<b>67,863,498</b>	<b>69,894,134</b>	<b>3.0%</b>	<b>79,437,585</b>	<b>13.7%</b>	<b>90,070,320</b>	<b>13.4%</b>
<b>Operating Revenues &amp; Expenditures</b>							
<b>Operating Revenues</b>							
Taxes	31,730,349	32,645,225	2.9%	33,451,318	2.5%	34,544,589	3.3%
Special Benefit Assessments	3,866,032	3,991,294	3.2%	4,054,076	1.6%	4,119,617	1.6%
Licenses & Permits	465,327	401,852	-13.6%	414,285	3.1%	426,691	3.0%
Fines & Forfeitures	60,649	64,701	6.7%	66,333	2.5%	68,203	2.8%
Use of Money	231,234	721,256	211.9%	1,078,856	49.6%	1,104,841	2.4%
Use of Property & Rental Income	82,967	179,911	116.8%	65,428	-63.6%	63,308	-3.2%
Golf Resort Operations	13,738,178	14,541,000	5.8%	15,466,394	6.4%	15,930,026	3.0%
Housing Operations	1,595,806	1,679,418	5.2%	1,844,741	9.8%	1,900,000	3.0%
Intergovernmental & Grants	845,290	919,254	8.8%	967,743	5.3%	988,888	2.2%
Current Service Charges	772,297	923,016	19.5%	880,885	-4.6%	917,602	4.2%
Other Revenues	4,598,909	4,110,589	-10.6%	3,900,615	-5.1%	4,007,416	2.7%
<b>Total Operating Revenues</b>	<b>57,987,038</b>	<b>60,177,515</b>	<b>3.8%</b>	<b>62,190,675</b>	<b>3.3%</b>	<b>64,071,181</b>	<b>3.0%</b>
<b>Operating Expenditures</b>							
City Council	144,774	197,841	36.7%	214,490	8.4%	217,038	1.2%
City Manager	650,558	714,069	9.8%	668,393	-6.4%	686,899	2.8%
Legal Services	297,293	309,896	4.2%	331,407	6.9%	339,443	2.4%
City Clerk	268,097	305,415	13.9%	345,524	13.1%	359,810	4.1%
Human Resources	168,478	266,818	58.4%	199,120	-25.4%	202,617	1.8%
Community Services	199,003	285,756	43.6%	299,356	4.8%	313,867	4.8%
Resident Amenities	1,223,313	1,214,502	-0.7%	2,184,011	79.8%	2,246,249	2.8%
Community Assistance	208,958	224,822	7.6%	231,621	3.0%	233,085	0.6%
Tourism	857,792	900,526	5.0%	912,698	1.4%	922,746	1.1%
Community Development	232,862	251,829	8.1%	245,184	-2.6%	250,092	2.0%
Building & Safety	629,973	652,612	3.6%	668,748	2.5%	685,098	2.4%
Planning	262,266	352,314	34.3%	317,471	-9.9%	326,073	2.7%
Code Enforcement	304,039	526,992	73.3%	522,414	-0.9%	527,104	0.9%
Financial Services	861,879	977,754	13.4%	970,942	-0.7%	1,001,540	3.2%
Technology Services	542,519	587,210	8.2%	734,665	25.1%	596,308	-18.8%
Central Services	1,124,772	0	-100.0%	0	0.0%	0	0.0%
Internal Contributions & Reserves	1,433,075	1,417,430	-1.1%	1,477,407	4.2%	1,518,536	2.8%
Retirement Benefit	1,552,759	547,010	-64.8%	561,645	2.7%	576,591	2.7%
Risk Management	564,771	608,975	7.8%	586,271	-3.7%	613,252	4.6%
Police Services	3,623,198	4,171,575	15.1%	4,543,239	8.9%	4,874,942	7.3%
Fire Services	3,693,336	4,062,254	10.0%	4,407,268	8.5%	4,673,876	6.0%
Engineering	532,496	608,515	14.3%	623,750	2.5%	640,020	2.6%
Maintenance Services	816,581	1,127,445	38.1%	1,053,189	-6.6%	1,074,477	2.0%
Recycling & Solid Waste	973,038	997,418	2.5%	1,022,306	2.5%	1,048,061	2.5%
Landscape & Lighting Districts	2,134,123	2,363,736	10.8%	2,387,196	1.0%	2,442,100	2.3%
FAMD	1,167,993	1,313,357	12.4%	1,257,150	-4.3%	1,252,550	-0.4%
Golf Resort	13,996,574	15,047,000	7.5%	14,995,105	-0.3%	15,453,063	3.1%
Club Drive	30,496	44,101	0.0%	0	-100.0%	0	0.0%
Housing	2,673,791	4,417,153	0.0%	3,773,669	-14.6%	3,250,598	-13.9%
Successor Agency	3,356,023	4,067,053	0.0%	3,947,249	-2.9%	3,637,780	-7.8%
<b>Total Operating Expenditures</b>	<b>44,524,831</b>	<b>48,561,378</b>	<b>9.1%</b>	<b>49,481,490</b>	<b>1.9%</b>	<b>49,963,815</b>	<b>1.0%</b>
<b>Net Surplus/(Deficit)</b>	<b>13,462,207</b>	<b>11,616,138</b>	<b>-13.7%</b>	<b>12,709,185</b>	<b>9.4%</b>	<b>14,107,366</b>	<b>11.0%</b>
<b>Capital Expenditures</b>							
City Wide	1,908,789	1,335,000	-30.1%	1,099,292	-17.7%	1,924,500	75.1%
Landscape & Lighting Districts	71,304	0	0.0%	0	100.0%	0	
Indian Wells Golf Resort	262,282	537,686	105.0%	677,158	100.0%	501,304	-26.0%
Art in Public Places	558,606	0	100.0%	0		0	0.0%
Fire Services	574,671	0	0.0%	300,000	100.0%	150,000	-50.0%
FAMD	797,815	200,000	-74.9%	0	-100.0%	0	
<b>Total Capital Expenditures</b>	<b>4,173,467</b>	<b>2,072,686</b>	<b>-50.3%</b>	<b>2,076,450</b>	<b>0.2%</b>	<b>2,575,804</b>	<b>24.0%</b>
<b>Total Operating and Capital Expenditures</b>	<b>48,698,298</b>	<b>50,634,064</b>	<b>4.0%</b>	<b>51,557,940</b>	<b>1.8%</b>	<b>52,539,619</b>	<b>1.9%</b>
<b>Transfers In/Out</b>							
Operating Transfers In	11,437,114	12,401,186	8.4%	12,926,826	100.0%	13,947,710	7.9%
Transfers Out	(11,437,114)	(12,401,186)	8.4%	(12,926,826)	100.0%	(13,947,710)	7.9%
<b>Total Transfers In/(Out)</b>	<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>	
<b>Adjusted Net Surplus/(Deficit)</b>	<b>9,288,740</b>	<b>9,543,452</b>		<b>10,632,735</b>		<b>11,531,562</b>	
<b>Ending Fund Balance</b>	<b>77,152,238</b>	<b>79,437,585</b>	<b>3.0%</b>	<b>90,070,320</b>	<b>13.4%</b>	<b>101,601,882</b>	<b>12.8%</b>

## Budget Summary

### All Funds - Revenue Comparison

Fund Description		2017/18 Year End Actuals	2018/19 Year End Estimate	2019/20 Projected Revenue	2020/21 Projected Revenue
<b>General Fund</b>					
101	General Fund	18,541,368	19,470,787	19,930,589	20,593,672
	<b>General Fund Total</b>	<b>18,541,368</b>	<b>19,470,787</b>	<b>19,930,589</b>	<b>20,593,672</b>
<b>Special Revenue Funds</b>					
202	Traffic Safety	21,064	22,861	23,547	24,253
203	Public Safety 1/2 Cent Sales Tax	21,613	22,575	23,138	23,715
204	Measure "A"	253,043	262,825	270,705	278,820
209	F.A.M.D. #1	1,555,887	1,654,811	1,582,465	1,591,896
210	SCAQMD (VEHICLE REG.)	6,810	6,845	7,016	7,191
211	AB 3229 COPS Funding	139,619	148,766	152,485	156,296
214	Gas Tax 2103 Maintenance	21,224	22,151	47,589	48,540
215	Gas Tax 2105 Maintenance	29,608	30,470	31,059	31,679
216	Gas Tax 2106 Construct/Maint	23,287	23,490	23,967	24,446
217	Gas Tax 2107 Maintenance	38,491	39,866	40,745	41,559
218	Gas Tax 2107.5 Eng/Admin	2,023	2,030	2,030	2,030
219	Gas Tax RMRA	25,018	91,660	92,379	94,685
228	Emergency Services Upgrade	3,938,261	4,261,530	4,403,428	4,538,876
247	AB 939 Recycling Fund	107,093	108,456	110,083	111,734
248	Solid Waste	929,709	943,562	962,393	981,601
251	Street Lighting District 2001	1,369	1,555	1,555	1,555
271	Eldorado Drive LLMD	22,608	23,500	27,650	28,471
272	Montecito/Stardust LLMD	16,291	17,960	19,360	20,908
273	Casa Dorado LLMD	22,871	24,176	24,250	24,976
274	The Cove LLMD	19,717	20,026	20,750	21,371
275	SH111/IWGR (Entrance) LLMD	163,843	195,686	203,700	209,796
276	Club/IW Lane LLMD	15,179	16,700	17,200	17,709
277	Colony LLMD	55,812	58,500	60,500	62,311
278	Colony Cove Estates LLMD	9,331	10,300	10,650	10,962
279	Desert Horizons LLMD	429,444	448,450	464,050	477,970
280	Mountain Gate LLMD	33,168	35,025	36,600	37,689
281	Mountain Gate Estates LLMD	10,778	11,745	12,175	12,534
282	Villagio LLMD	92,066	96,050	93,050	95,812
283	Vaidya LLMD	3,674	4,195	4,350	4,476
284	Club, South of 111 LLMD	7,473	8,100	8,500	8,752
285	Montelena LLMD	63,678	66,225	68,600	70,655
286	Sundance LLMD	43,091	44,050	44,050	45,369
287	Province LLMD	168,009	173,350	177,350	182,668
288	Province DBAD	9,612	9,800	9,800	9,800
	<b>Special Revenue Funds Total</b>	<b>8,300,763</b>	<b>8,907,291</b>	<b>9,077,168</b>	<b>9,301,103</b>
<b>Capital Project Funds</b>					
314	Park-in-Lieu Fees	40,376	56,000	57,400	58,835
315	Citywide Public Improvement Fee	82,137	84,210	86,736	89,338
316	Capital Improvement	246,512	89,700	94,738	94,981
319	Art In Public Places	26,456	20,850	20,871	20,893
321	Highway 111 Circulation Imp Fee	1,950	100	100	100
	<b>Capital Projects Funds Total</b>	<b>397,430</b>	<b>250,860</b>	<b>259,845</b>	<b>264,147</b>
<b>Capital Reserve Funds</b>					
326	Infrastructure Capital Reserve	1,394,201	1,426,540	110,548	114,043
327	FF&E and Rolling Stock Capital Reserve	8,678	25,750	109,600	112,998
328	Golf Resort Capital Reserve	981	36,050	118,750	122,769
329	Building & Structure Capital Reserve	12,531	36,050	42,725	44,058
330	Facilities Capital Reserve	8,678	23,175	96,100	99,234
331	Technology Capital Reserve	-	-	73,500	75,863
332	City Streets Capital Reserve	-	-	1,105,000	1,139,875
333	City Vehicles Capital Reserve	-	-	36,300	37,540
	<b>Capital Reserve Funds Total</b>	<b>1,425,069</b>	<b>1,547,565</b>	<b>1,692,523</b>	<b>1,746,378</b>
<b>Housing Funds</b>					
253	Indian Wells Villas	646,259	670,380	753,402	775,500
254	Mountain View Villa	958,801	1,039,038	1,121,339	1,154,500
256	Housing Authority	68,954	74,561	77,100	79,500
	<b>Housing Funds Total</b>	<b>1,674,014</b>	<b>1,783,979</b>	<b>1,951,841</b>	<b>2,009,500</b>
<b>Successor Agency</b>					
453	Debt Service	(38,013)	25,000	30,000	30,900
456	Redevelopment Obligation Retirement Fund	11,651,917	11,673,790	11,861,934	12,217,792
	<b>Successor Agency Total</b>	<b>11,613,904</b>	<b>11,698,790</b>	<b>11,891,934</b>	<b>12,248,692</b>
<b>Enterprise Funds</b>					
560	Indian Wells Golf Resort	13,929,218	14,544,000	15,469,394	15,933,026
561	Club Drive Property	295,849	112,475	-	-
	<b>Enterprise Funds</b>	<b>14,225,068</b>	<b>14,656,475</b>	<b>15,469,394</b>	<b>15,933,026</b>
<b>Internal Service Funds</b>					
601	Retirement Benefit Fund	1,807,370	1,858,768	1,914,381	1,971,663
602	Compensated Absences Reserve	2,052	3,000	3,000	3,000
	<b>Internal Service Funds Total</b>	<b>1,809,422</b>	<b>1,861,768</b>	<b>1,917,381</b>	<b>1,974,663</b>
<b>Total All Funds</b>		<b>57,987,038</b>	<b>60,177,515</b>	<b>62,190,675</b>	<b>64,071,181</b>

## Budget Summary

### All Funds - Expenditure Comparison

Fund Description	2017/18 Year End Actuals	2018/19 Year End Estimate	2019/20 Projected Appropriation	2020/21 Projected Appropriation
<b>General Fund</b>				
101 General Fund	15,254,355	15,868,113	17,149,553	17,813,344
<b>General Fund Total</b>	<b>15,254,355</b>	<b>15,868,113</b>	<b>17,149,553</b>	<b>17,813,344</b>
<b>Special Revenue Funds</b>				
202 Traffic Safety	20,529	28,050	27,500	28,050
203 Public Safety 1/2 Cent Sales Tax	30,000	20,000	30,000	20,000
204 Measure "A"	210,833	262,650	270,530	278,645
209 F.A.M.D. #1	1,965,808	1,513,357	1,257,150	1,252,550
210 SCAQMD (VEHICLE REG.)	5,065	6,458	6,300	6,458
211 AB 3229 COPS Funding	113,845	148,746	157,465	156,276
214 Gas Tax 2103 Maintenance	22,526	22,151	47,539	48,490
215 Gas Tax 2105 Maintenance	40,000	30,420	31,009	31,629
216 Gas Tax 2106 Construct/Maint	30,000	23,465	23,942	24,421
217 Gas Tax 2107 Maintenance	38,617	39,841	40,720	41,534
218 Gas Tax 2107.5 Eng/Admin	4,000	2,000	4,000	2,000
219 Gas Tax RMRA	0	124,178	92,259	94,565
228 Emergency Upgrade Services	4,271,603	4,066,054	4,711,068	4,827,676
247 AB 939 Recycling Fund	35,000	35,000	36,000	37,000
248 Solid Waste	938,038	962,418	986,306	1,011,061
251 Street Lighting District 2001	175	1,480	1,480	1,480
271 Eldorado Drive LLMMD	26,629	41,700	33,100	33,928
272 Montecito/Stardust LLMMD	16,121	17,920	19,350	20,898
273 Casa Dorado LLMMD	23,381	24,125	24,200	24,926
274 The Cove LLMMD	19,344	19,975	20,700	21,321
275 SH111/IWGR (Entrance) LLMMD	221,579	195,900	203,200	209,196
276 Club/IW Lane LLMMD	42,921	18,550	19,100	19,673
277 Colony LLMMD	43,729	57,175	59,350	60,981
278 Colony Cove Estates LLMMD	10,088	11,550	11,900	12,257
279 Desert Horizons LLMMD	426,211	448,400	464,000	477,920
280 Mountain Gate LLMMD	27,734	34,825	36,300	37,389
281 Mountain Gate Estates LLMMD	9,416	12,735	13,300	13,699
282 Villagio LLMMD	73,010	94,500	96,000	98,880
283 Vaidya LLMMD	2,820	4,550	4,600	4,738
284 Club, South of 111 LLMMD	8,940	8,125	8,400	8,652
285 Montelena LLMMD	48,909	66,150	68,500	70,555
286 Sundance LLMMD	43,355	43,950	43,950	45,269
287 Province LLMMD	166,629	173,250	177,250	182,523
288 Province DBAD	1,703	22,800	22,800	22,800
<b>Special Revenue Funds Total</b>	<b>8,938,559</b>	<b>8,582,447</b>	<b>9,049,268</b>	<b>9,227,439</b>
<b>Capital Project Funds</b>				
314 Park-in-Lieu Fees	0	0	0	0
315 Citywide Public Improvement Fee	0	0	0	0
316 Capital Improvement	2,074,854	1,523,500	1,404,292	2,079,500
319 Art In Public Places	558,606	0	0	0
321 Highway 111 Circulation Imp Fee	0	0	0	0
<b>Capital Projects Funds Total</b>	<b>2,633,460</b>	<b>1,523,500</b>	<b>1,404,292</b>	<b>2,079,500</b>
<b>Capital Reserve Funds</b>				
326 Infrastructure Capital Reserve	0	0	0	0
327 FF&E and Rolling Stock Capital Reserve	0	0	0	0
328 Golf Resort Capital Reserve	0	0	0	0
329 Building & Structure Capital Reserve	0	0	0	0
330 Facilities Capital Reserve	0	0	0	0
331 Technology Capital Reserve	0	0	0	0
332 City Streets Capital Reserve	0	0	0	0
333 City Vehicles Capital Reserve	0	0	0	0
<b>Capital Reserve Funds Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Housing Funds</b>				
253 Indian Wells Villas	646,259	670,380	753,402	775,500
254 Mountain View Villas	958,801	1,039,038	1,121,339	1,154,500
256 Housing Authority	1,068,731	2,707,735	1,898,928	1,320,598
<b>Housing Funds Total</b>	<b>2,673,791</b>	<b>4,417,153</b>	<b>3,773,669</b>	<b>3,250,598</b>
<b>Successor Agency</b>				
453 Debt Service	3,039,428	3,745,751	3,607,849	3,288,198
456 Redevelopment Obligation Retirement Fund	316,595	321,302	339,400	349,582
<b>Successor Agency Funds Total</b>	<b>3,356,023</b>	<b>4,067,053</b>	<b>3,947,249</b>	<b>3,637,780</b>
<b>Enterprise Funds</b>				
560 Indian Wells Golf Resort	14,258,856	15,584,686	15,672,263	15,954,367
561 Club Drive Property	30,496	44,101	0	0
<b>Enterprise Funds Total</b>	<b>14,289,351</b>	<b>15,628,787</b>	<b>15,672,263</b>	<b>15,954,367</b>
<b>Internal Service Funds</b>				
601 Retirement Benefit Fund	1,552,759	547,010	561,645	576,591
603 Self Insurance Reserve	0	0	0	0
<b>Internal Service Funds Total</b>	<b>1,552,759</b>	<b>547,010</b>	<b>561,645</b>	<b>576,591</b>
<b>Total All Funds</b>	<b>48,698,298</b>	<b>50,634,064</b>	<b>51,557,940</b>	<b>52,539,619</b>

## Fund Balance Policy

This policy establishes goals and provides guidance concerning the desired level of fund balance maintained by the City to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstances. Fund balance is a measurement of available financial resources and is the difference between total assets and total liabilities in each fund.

GASB Statement 54 distinguishes fund balance classified based on the relative strength of the constraints that control the purposes for which specified amounts can be spent. Beginning with the most restrictive constraints, fund balance amounts will be reported in the following categories:

- 1) **Nonspendable fund balance** – amounts that are not in a spendable form (e.g., inventory) or are legally or contractually required to be maintained intact (e.g., permanent fund principal).
- 2) **Restricted fund balance** – amounts that can be spent only for the specific purposes stipulated by external parties either constitutionally or through enabling legislation (e.g., grants or donations).
- 3) **Committed fund balance** – amounts that can be used only for the specific purposes determined by a formal action of the Council. Commitments may be changed or lifted only by referring to the formal action that imposed the constraint originally. The Council is the City's highest level of decision-making authority, and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is a resolution approved by the Council.
- 4) **Assigned fund balance** – amounts *intended* to be used by the government for specific purposes. Intent can be expressed by the Council or by a designee to whom the governing body delegates the authority. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.
- 5) **Unassigned fund balance** – includes all amounts not contained in other classifications and is the residual classification of the general fund only. Unassigned amounts are available for any legal purpose.

### Minimum Unassigned Fund Balance

It is the goal of the City to achieve and maintain an unassigned fund balance in the general fund at fiscal year end of not less than 25% of the operating budget. If the unassigned fund balance at fiscal year end falls below the goal, the City shall develop a

restoration plan to achieve and maintain the minimum fund balance. It is the intent of the City Council to limit use of fund balances in the General Fund to address unanticipated one-time needs. Fund Balances shall not be applied to recurring annual operating expenditures subject to the balanced budget policy.

### **Order of Expenditure of Funds**

When multiple categories of fund balance are available for expenditure (e.g., a project is being funded partly by a grant, funds set aside by the City, and unassigned fund balance), the City will start with the most restricted category and spend those funds first before moving down to the next category with available funds.

### **Projected Change of Fund Balance over 10% percent and \$100,000 for all other funds**

#### **Fiscal Year 2020**

Fund 209 F.A.M.D. #1 anticipated an increase of 14% or \$325,315 due to overall decrease in operating expenditures.

Fund 560 Indian Wells Golf Resort anticipated decrease of 10% or \$202,869 due to increased operating and capital costs.

Fund 601 Retirement Benefit Fund anticipated increase of 49% or \$1,352,736 due to set asides to pay for future unfunded pension liabilities.

#### **Fiscal Year 2021**

Fund 209 F.A.M.D. #1 anticipated an increase of 13% or \$339,346 due to overall decrease in operating expenditures.

Fund 601 Retirement Benefit Fund anticipated increase of 34% or \$1,395,072 due to set asides to pay for future unfunded pension liabilities.

**Budget Summary**  
**Fund Balance - Summary**  
**FY 2019/2020**

Fund Description		Beginning Fund Balance	Revenue	Transfer In	Appropriation		Transfer Out	Ending Fund Balance
					Sal/Ben	Serv/Supl		
<b>General Fund</b>								
101	General Fund	40,739,852	19,930,589	0	4,885,937	12,263,616	1,404,292	42,116,595
<b>General Fund Total</b>		<b>40,739,852</b>	<b>19,930,589</b>	<b>0</b>	<b>4,885,937</b>	<b>12,263,616</b>	<b>1,404,292</b>	<b>42,116,595</b>
<b>Special Revenue Funds</b>								
202	Traffic Safety	7,751	23,547	0	0	27,500	0	3,798
203	Public Safety 1/2 Cent Sales Tax	8,886	23,138	0	0	30,000	0	2,024
204	Measure "A"	62,905	270,705	0	0	270,530	0	63,079
209	F.A.M.D. #1	2,329,937	1,582,465	0	0	1,257,150	0	2,655,252
210	SCAQMD (VEHICLE REG.)	8,091	7,016	0	0	6,300	0	8,807
211	AB 3229 COPS Funding	71,419	152,485	0	0	157,465	0	66,439
214	Gas Tax 2103 Maintenance	1	47,589	0	0	47,539	0	51
215	Gas Tax 2105 Maintenance	2,376	31,059	0	0	31,009	0	2,426
216	Gas Tax 2106 Construct/Maint	3,888	23,967	0	0	23,942	0	3,913
217	Gas Tax 2107 Maintenance	26	40,745	0	0	40,720	0	51
218	Gas Tax 2107.5 Eng/Admin	1,970	2,030	0	0	4,000	0	0
219	Gas Tax RMRA	(0)	92,379	0	0	92,259	0	120
228	Emergency Upgrade Services	3,237,928	4,403,428	0	150,736	4,560,332	0	2,930,288
247	AB 939 Recycling Fund	552,775	110,083	0	0	36,000	0	626,858
248	Solid Waste	202,676	962,393	0	6,489	979,817	0	178,763
251	Street Lighting District 2001	9,108	1,555	0	0	1,480	0	9,183
271	Eldorado Drive LLMD	65,195	27,650	0	0	33,100	0	59,745
272	Montecito/Stardust LLMD	0	19,360	0	0	19,350	0	10
273	Casa Dorado LLMD	1,012	24,250	0	0	24,200	0	1,062
274	The Cove LLMD	1,238	20,750	0	0	20,700	0	1,288
275	SH111/IWGR (Entrance) LLMD	12,189	203,700	0	0	203,200	0	12,689
276	Club/IW Lane LLMD	21,304	17,200	0	0	19,100	0	19,404
277	Colony LLMD	58,313	60,500	0	0	59,350	0	59,463
278	Colony Cove Estates LLMD	57,785	10,650	0	0	11,900	0	56,535
279	Desert Horizons LLMD	12,076	464,050	0	0	464,000	0	12,126
280	Mountain Gate LLMD	94,640	36,600	0	0	36,300	0	94,940
281	Mountain Gate Estates LLMD	46,058	12,175	0	0	13,300	0	44,933
282	Villagio LLMD	289,911	93,050	0	0	96,000	0	286,961
283	Vaidya LLMD	31,507	4,350	0	0	4,600	0	31,257
284	Club, South of 111 LLMD	16,303	8,500	0	0	8,400	0	16,403
285	Montelena LLMD	48,590	68,600	0	0	68,500	0	48,690
286	Sundance LLMD	955	44,050	0	0	43,950	0	1,055
287	Province LLMD	69,749	177,350	0	0	177,250	0	69,849
288	Province DBAD	550,631	9,800	0	0	22,800	0	537,631
<b>Special Revenue Funds Total</b>		<b>7,877,192</b>	<b>9,077,168</b>	<b>0</b>	<b>157,225</b>	<b>8,892,043</b>	<b>0</b>	<b>7,905,091</b>
<b>Capital Project Funds</b>								
314	Park-in-Lieu Fees	(1,218,655)	57,400	0	0	0	0	(1,161,255)
315	Citywide Public Improvement Fee	11,722	86,736	0	0	0	0	98,458
316	Capital Improvement	699,900	94,738	1,404,292	0	1,404,292	0	794,638
319	Art In Public Places	165,063	20,871	0	0	0	0	185,934
321	Highway 111 Circulation Imp Fee	(28,889)	100	0	0	0	0	(28,789)
<b>Capital Projects Funds Total</b>		<b>(370,860)</b>	<b>259,845</b>	<b>1,404,292</b>	<b>0</b>	<b>1,404,292</b>	<b>0</b>	<b>(111,015)</b>
<b>Capital Reserve Funds</b>								
326	Buildings Capital Reserve	1,292,664	110,548	0	0	0	0	1,403,212
327	Bridges Capital Reserve	1,551,696	109,600	0	0	0	0	1,661,296
328	Medians & Parkways Capital Reserve	1,233,848	118,750	0	0	0	0	1,352,598
329	Storm Drains Capital Reserve	623,830	42,725	0	0	0	0	666,555
330	Traffic Signals Capital Reserve	514,557	96,100	0	0	0	0	610,657
331	Technology Capital Reserve	467,116	73,500	0	0	0	0	540,616
332	City Streets Capital Reserve	17,021,430	1,105,000	0	0	0	0	18,126,430
333	City Vehicles Capital Reserve	103,845	36,300	0	0	0	0	140,145
<b>Capital Reserve Funds Total</b>		<b>22,808,986</b>	<b>1,692,523</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,501,509</b>
<b>Housing Funds</b>								
253	Indian Wells Villas	1,132,995	753,402	0	0	753,402	0	1,132,995
254	Mountain View Villas	1,528,419	1,121,339	0	0	1,121,339	0	1,528,419
256	Housing Authority	14,075,948	77,100	2,000,000	406,506	1,492,422	0	14,254,119
<b>Housing Funds Total</b>		<b>16,737,362</b>	<b>1,951,841</b>	<b>2,000,000</b>	<b>406,506</b>	<b>3,367,163</b>	<b>0</b>	<b>16,915,533</b>
<b>Successor Agency Funds</b>								
453	Debt Service	(108,408,089)	30,000	9,522,534	0	3,607,849	0	(102,463,404)
456	Redevelopment Obligation Retirement Fund	4,777,063	11,861,934	0	0	339,400	11,522,534	4,777,063
<b>Successor Agency Funds Total</b>		<b>(103,631,026)</b>	<b>11,891,934</b>	<b>9,522,534</b>	<b>0</b>	<b>3,947,249</b>	<b>11,522,534</b>	<b>(97,686,341)</b>
<b>Enterprise Funds</b>								
560	Indian Wells Golf Resort	(2,019,790)	15,469,394	0	257,832	15,414,431	0	(2,222,659)
561	Club Drive Property	2,071,978	0	0	0	0	0	2,071,978
<b>Enterprise Funds Total</b>		<b>52,188</b>	<b>15,469,394</b>	<b>0</b>	<b>257,832</b>	<b>15,414,431</b>	<b>0</b>	<b>(150,681)</b>
<b>Internal Service Funds</b>								
601	Retirement Benefit Fund	2,782,943	1,914,381	0	0	561,645	0	4,135,679
602	Compensated Absences Reserve	568,614	3,000	0	0	0	0	571,614
<b>Internal Service Funds Total</b>		<b>3,351,557</b>	<b>1,917,381</b>	<b>0</b>	<b>0</b>	<b>561,645</b>	<b>0</b>	<b>4,707,293</b>
<b>TOTAL ALL FUNDS</b>		<b>(12,434,750)</b>	<b>62,190,675</b>	<b>12,926,826</b>	<b>5,707,500</b>	<b>45,850,440</b>	<b>12,926,826</b>	<b>(1,802,015)</b>

**Budget Summary**  
**Fund Balance - Summary**  
**FY 2020/2021**

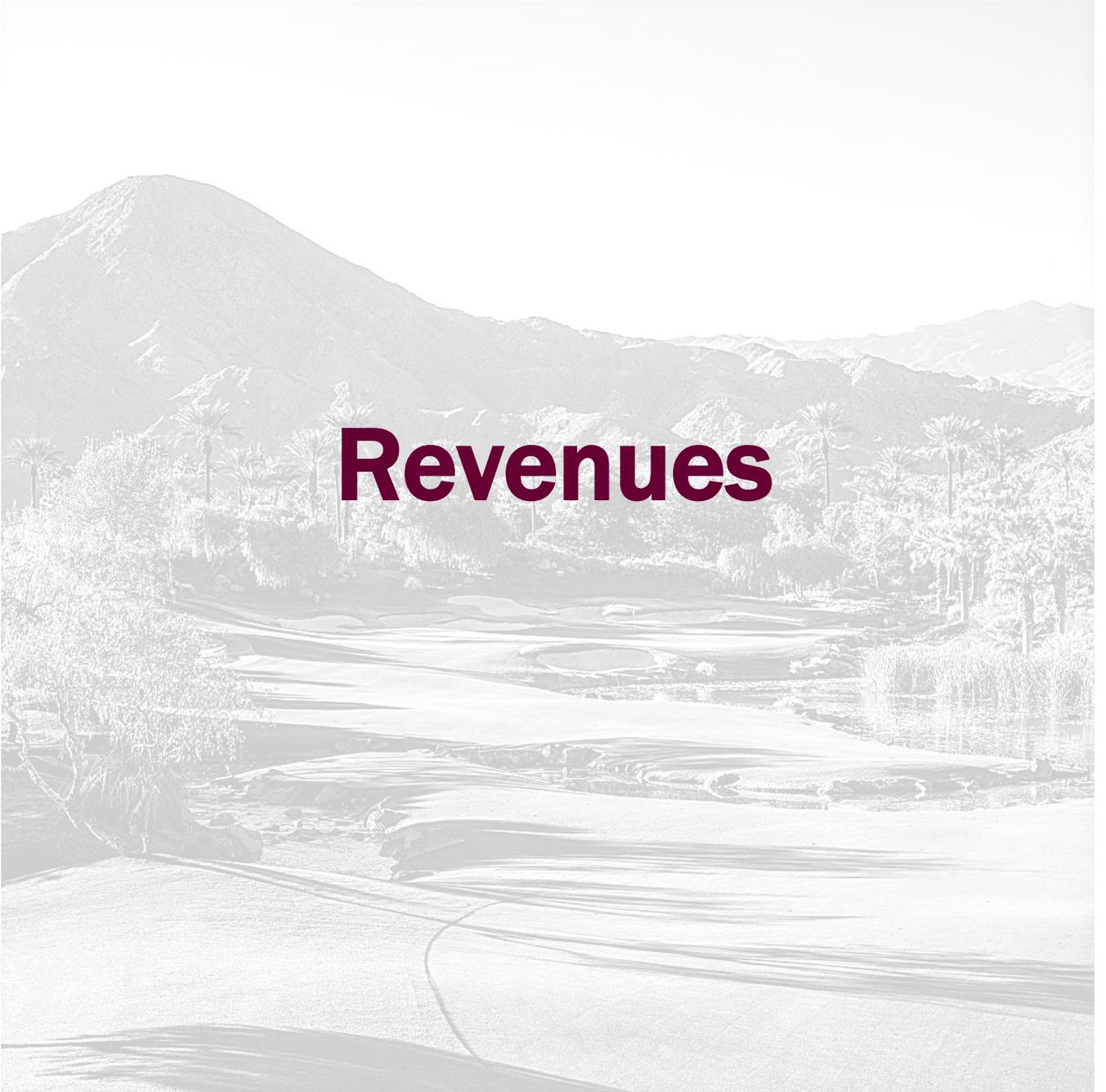
Fund Description	Beginning	Revenue	Transfer	Appropriation		Transfer	Ending
	Fund Balance			In	Sal/Ben		
<b>General Fund</b>							
101 General Fund	42,116,595	20,593,672	0	5,061,027	12,752,317	2,079,500	42,817,423
<b>General Fund Total</b>	<b>42,116,595</b>	<b>20,593,672</b>	<b>0</b>	<b>5,061,027</b>	<b>12,752,317</b>	<b>2,079,500</b>	<b>42,817,423</b>
<b>Special Revenue Funds</b>							
202 Traffic Safety	3,798	24,253	0	0	28,050	0	0
203 Public Safety 1/2 Cent Sales Tax	2,024	23,715	0	0	20,000	0	5,740
204 Measure "A"	63,079	278,820	0	0	278,645	0	63,255
209 F.A.M.D. #1	2,655,252	1,591,896	0	0	1,252,550	0	2,994,598
210 SCAQMD (VEHICLE REG.)	8,807	7,191	0	0	6,458	0	9,539
211 AB 3229 COPS Funding	66,439	156,296	0	0	156,276	0	66,459
214 Gas Tax 2103 Maintenance	51	48,540	0	0	48,490	0	101
215 Gas Tax 2105 Maintenance	2,426	31,679	0	0	31,629	0	2,476
216 Gas Tax 2106 Contract/Maint	3,913	24,446	0	0	24,421	0	3,938
217 Gas Tax 2107 Maintenance	51	41,559	0	0	41,534	0	76
218 Gas Tax 2107.5 Eng/Admin	0	2,030	0	0	2,000	0	30
219 Gas Tax RMRA	120	94,685	0	0	94,565	0	240
228 Emergency Upgrade Services	2,930,288	4,538,876	0	155,991	4,671,685	0	2,641,488
247 AB 939 Recycling Fund	626,858	111,734	0	0	37,000	0	701,592
248 Solid Waste	178,763	981,601	0	6,725	1,004,336	0	149,303
251 Street Lighting District 2001	9,183	1,555	0	0	1,480	0	9,258
271 Eldorado Drive LLMD	59,745	28,471	0	0	33,928	0	54,287
272 Montecito/Stardust LLMD	10	20,908	0	0	20,898	0	20
273 Casa Dorado LLMD	1,062	24,976	0	0	24,926	0	1,112
274 The Cove LLMD	1,288	21,371	0	0	21,321	0	1,338
275 SH111/IWGR (Entrance) LLMD	12,689	209,796	0	0	209,196	0	13,289
276 Club/IW Lane LLMD	19,404	17,709	0	0	19,673	0	17,440
277 Colony LLMD	59,463	62,311	0	0	60,981	0	60,793
278 Colony Cove Estates LLMD	56,535	10,962	0	0	12,257	0	55,240
279 Desert Horizons LLMD	12,126	477,970	0	0	477,920	0	12,176
280 Mountain Gate LLMD	94,940	37,689	0	0	37,389	0	95,240
281 Mountain Gate Estates LLMD	44,933	12,534	0	0	13,699	0	43,768
282 Villagio LLMD	286,961	95,812	0	0	98,880	0	283,892
283 Vaidya LLMD	31,257	4,476	0	0	4,738	0	30,995
284 Club, South of 111 LLMD	16,403	8,752	0	0	8,652	0	16,503
285 Montelena LLMD	48,690	70,655	0	0	70,555	0	48,790
286 Sundance LLMD	1,055	45,369	0	0	45,269	0	1,155
287 Province LLMD	69,849	182,668	0	0	182,523	0	69,994
288 Province DBAD	537,631	9,800	0	0	22,800	0	524,631
<b>Special Revenue Funds Total</b>	<b>7,905,091</b>	<b>9,301,103</b>	<b>0</b>	<b>162,716</b>	<b>9,064,723</b>	<b>0</b>	<b>7,978,756</b>
<b>Capital Project Funds</b>							
314 Park-in-Lieu Fees	(1,161,255)	58,835	0	0	0	0	(1,102,420)
315 Citywide Public Improvement Fee	98,458	89,338	0	0	0	0	187,795
316 Capital Improvement	794,638	94,981	2,079,500	0	2,079,500	0	889,618
319 Art In Public Places	185,934	20,893	0	0	0	0	206,827
321 Highway 111 Circulation Imp Fee	(28,789)	100	0	0	0	0	(28,689)
<b>Capital Projects Funds Total</b>	<b>(111,015)</b>	<b>264,147</b>	<b>2,079,500</b>	<b>0</b>	<b>2,079,500</b>	<b>0</b>	<b>153,132</b>
<b>Capital Reserve Funds</b>							
326 Infrastructure Capital Reserve	1,403,212	114,043	0	0	0	0	1,517,255
327 FF&E and Rolling Stock Capital Reserve	1,661,296	112,998	0	0	0	0	1,774,294
328 Golf Resort Capital Reserve	1,352,598	122,769	0	0	0	0	1,475,367
329 Building & Structure Capital Reserve	666,555	44,058	0	0	0	0	710,613
330 Facilities Capital Reserve	610,657	99,234	0	0	0	0	709,891
331 Technology Capital Reserve	540,616	75,863	0	0	0	0	616,479
332 City Streets Capital Reserve	18,126,430	1,139,875	0	0	0	0	19,266,305
333 City Vehicles Capital Reserve	140,145	37,540	0	0	0	0	177,685
<b>Capital Reserve Funds Total</b>	<b>24,501,509</b>	<b>1,746,378</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,247,887</b>
<b>Housing Funds</b>							
253 Indian Wells Villas	1,132,995	775,500	0	0	775,500	0	1,132,995
254 Mountain View Villas	1,528,419	1,154,500	0	0	1,154,500	0	1,528,419
256 Housing Authority	14,254,119	79,500	2,000,000	421,161	899,437	0	15,013,021
<b>Housing Funds Total</b>	<b>16,915,533</b>	<b>2,009,500</b>	<b>2,000,000</b>	<b>421,161</b>	<b>2,829,437</b>	<b>0</b>	<b>17,674,435</b>
<b>Successor Agency Funds</b>							
453 Debt Service	(102,463,404)	30,900	9,868,210	0	3,288,198	0	(95,852,491)
456 Redevelopment Obligation Retirement Fund	4,777,063	12,217,792	0	0	349,582	11,868,210	4,777,063
<b>Successor Agency Funds Total</b>	<b>(97,686,341)</b>	<b>12,248,692</b>	<b>9,868,210</b>	<b>0</b>	<b>3,637,780</b>	<b>11,868,210</b>	<b>(91,075,428)</b>
<b>Enterprise Funds</b>							
560 Indian Wells Golf Resort	(2,222,659)	15,933,026	0	266,778	15,687,589	0	(2,244,000)
561 Club Drive Property	2,071,978	0	0	0	0	0	2,071,978
<b>Enterprise Funds Total</b>	<b>(150,681)</b>	<b>15,933,026</b>	<b>0</b>	<b>266,778</b>	<b>15,687,589</b>	<b>0</b>	<b>(172,022)</b>
<b>Internal Service Funds</b>							
601 Retirement Benefit Fund	4,135,679	1,971,663	0	0	576,591	0	5,530,751
602 Compensated Absences Reserve	571,614	3,000	0	0	0	0	574,614
<b>Internal Service Funds Total</b>	<b>4,707,293</b>	<b>1,974,663</b>	<b>0</b>	<b>0</b>	<b>576,591</b>	<b>0</b>	<b>6,105,365</b>
<b>TOTAL ALL FUNDS</b>	<b>(1,802,015)</b>	<b>64,071,181</b>	<b>13,947,710</b>	<b>5,911,682</b>	<b>46,627,937</b>	<b>13,947,710</b>	<b>9,729,547</b>

## General Fund Five Year Cash Flow

	2020	2021	2022	2023	2024
<b>Beginning Cash Balance</b>	<b>12,018,685</b>	<b>13,395,429</b>	<b>14,096,256</b>	<b>16,858,674</b>	<b>19,598,548</b>
<b>Revenues</b>					
01-PROPERTY TAXES	2,817,728	2,888,171	2,980,592	3,075,971	3,174,403
03-SALES TAXES	1,281,000	1,334,000	1,376,688	1,420,742	1,466,206
04-TRANSIENT OCCUPANCY TAX	8,665,500	9,030,800	9,319,786	9,618,019	9,925,795
06-FRANCHISE TAXES	1,011,705	1,031,939	1,064,961	1,099,040	1,134,209
07-BUSINESS LICENSES	171,458	174,887	180,483	186,259	192,219
08-REAL PROPERTY TRANSFER TAX	242,668	247,521	255,442	263,616	272,052
10-ADMISSIONS TAX	3,462,088	3,565,950	3,680,060	3,797,822	3,919,353
12-LICENSE & PERMIT FEES	413,535	425,941	439,571	453,637	468,154
13-OTHER REVENUES	427,706	428,123	441,823	455,961	470,552
14-FINES & FORFEITURES	42,796	43,960	45,367	46,818	48,317
15-USE OF MONEY & PROPERTY	-	-	-	-	-
16-INTEREST INCOME	412,134	418,682	432,080	445,906	460,175
17-MOTOR VEHICLE IN-LIEU TAX	-	-	-	-	-
18-VLF COMP FUND IN-LIEU	433,216	444,047	458,257	472,921	488,054
19-INTERGOVERNMENTAL	36,510	37,090	38,277	39,502	40,766
20-CURRENT SERVICE CHARGES	435,885	445,902	460,171	474,896	490,093
22-DEVELOPMENT AGREEMENT FEES	76,659	76,659	79,112	81,644	84,256
<b>TOTAL - REVENUES &amp; SOURCES</b>	<b>19,930,588</b>	<b>20,593,672</b>	<b>21,252,670</b>	<b>21,932,755</b>	<b>22,634,603</b>
<b>Expenditures by Program</b>					
11.01-CITY COUNCIL	214,490	217,038	225,285	233,846	242,732
21.01-CITY MANAGER	668,393	686,899	713,001	740,095	768,219
25.01-PERSONNEL	199,120	202,617	210,316	218,308	226,604
26.01-RISK MANAGEMENT	586,271	613,252	636,556	660,745	685,853
27.01-CITY CLERK	345,524	359,810	373,483	387,675	402,407
27.02-PUBLIC RELATIONS	299,356	313,867	325,794	338,174	351,025
27.03-CITY ACTIVITIES	2,184,011	2,246,249	2,331,606	2,420,208	2,512,175
27.04-CENTRAL SVCS.	-	-	-	-	-
27.05-ADVERTISING & MARKETING	-	-	-	-	-
27.06-TECHNOLOGY	429,665	441,308	458,078	475,485	493,553
27.07-COMMUNITY ASSISTANCE	231,621	233,085	241,942	251,136	260,679
27.09-PARTNER MARKETING PROGRAM	912,698	922,746	957,810	994,207	1,031,987
31.01-CITY ATTORNEY	331,407	339,443	352,342	365,731	379,629
41.01-PLANNING ADMINISTRATION	245,184	250,092	259,595	269,460	279,700
42.01-BUILDING	668,748	685,098	711,132	738,155	766,205
43.01-PLANNING	317,471	326,073	338,464	351,325	364,676
44.01-CODE ENFORCEMENT	522,414	527,104	547,134	567,925	589,506
51.01-FINANCE	967,142	997,740	1,035,654	1,075,009	1,115,859
52.01-CAPITAL REPL CONTRIBUTIONS	1,477,407	1,518,536	1,576,240	1,636,138	1,698,311
71.01-PUBLIC SAFETY ADMINISTRATION	4,355,774	4,698,666	4,877,215	5,062,549	5,254,926
82.01-ENGINEERING	585,950	603,512	626,445	650,250	674,960
83.01-MAINTENANCE	817,720	833,838	865,524	898,414	932,553
84.20-CITY PARKWAYS	789,186	796,372	826,634	858,045	890,651
<b>TOTAL - EXPENDITURES &amp; USES</b>	<b>17,149,552</b>	<b>17,813,345</b>	<b>18,490,252</b>	<b>19,192,880</b>	<b>19,922,210</b>
<b>SET ASIDE OF OPERATIONAL RESERVES</b>	<b>2,781,036</b>	<b>2,780,327</b>	<b>2,762,418</b>	<b>2,739,874</b>	<b>2,712,393</b>
16-TRANSFERS IN	0	0	0	0	0
21-TRANSFERS OUT	1,404,292	2,079,500	0	0	0
<b>SET ASIDE OF OPERATIONAL RESERVES</b>	<b>1,404,292</b>	<b>2,079,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Cash Balance</b>	<b>13,395,429</b>	<b>14,096,256</b>	<b>16,858,674</b>	<b>19,598,548</b>	<b>22,310,941</b>



**INDIAN WELLS**  
CALIFORNIA



**Revenues**

## Revenues

The City continues to see overall economic stability and expansion. Most major revenues are advancing along with the overall economy. The housing market is healthy along with it the City's property tax revenue. Building activity has returned, and tourism and travel are strong. Forecasts presented are based on judgment incorporating information provided by various analytical methods; known and potential legislative and developmental impacts; and national, state, and local conditions expected to affect local revenue sources. Estimates consider the local economy, current revenue experiences, and what is likely to happen over the next two years.

The City utilizes many techniques to forecast recurring revenues. These tools allow multiple variables to be considered in the development of the forecasts, including institutional forecasts; the expert opinion of the City's sales and property tax consultant; various national, state and local economic indicators; and established formulas that measure relationships between revenue categories and growth within the City. The forecasts presented are based on judgment that incorporates information provided by various analytical methods; known and potential legislative and development impacts; and national, state, and local conditions expected to affect local revenue sources.

Estimated revenues present the resources available to support the approved operating and capital budgets. The estimated revenues are projected in different categories within each of the funds in the City's budget.

### General Fund Revenues

The General Fund is the City's primary operating fund, providing resources for most of the City's ongoing activities including police, public works, community development, and general government services.

<b>Revenues</b>	<b>2017/2018 Year End Actual</b>	<b>2018/2019 Yearend Estimate</b>	<b>2019/2020 Projected Revenue</b>	<b>2019/2020 v. 2018/2019 % change</b>	<b>2020/2021 Projected Revenue</b>	<b>2020/2021 v. 2019/2020 % change</b>
TRANSIENT OCCUPANCY TAX	7,942,995	8,420,600	8,665,500	2.9%	9,030,800	4.2%
ADMISSIONS TAX	3,334,227	3,361,250	3,462,088	3.0%	3,565,950	3.0%
PROPERTY TAXES	2,665,549	2,748,422	2,817,728	2.5%	2,888,171	2.5%
SALES TAXES	1,111,159	1,232,569	1,281,000	3.9%	1,334,000	4.1%
FRANCHISE TAXES	929,551	982,238	1,011,705	3.0%	1,031,939	2.0%
LICENSE & PERMIT FEES	462,426	401,102	413,535	3.1%	425,941	3.0%
OTHER REVENUES	512,397	425,860	427,706	0.4%	428,123	0.1%
CURRENT SERVICE CHARGES	576,103	513,896	435,885	-15.2%	445,902	2.3%
VLF COMP FUND IN-LIEU	417,087	422,650	433,216	2.5%	444,047	2.5%
INTEREST INCOME	56,257	405,686	412,134	1.6%	418,682	1.6%
REAL PROPERTY TRANSFER TAX	230,075	166,464	171,458	3.0%	174,887	2.0%
BUSINESS LICENSES	140,017	235,600	242,668	3.0%	247,521	2.0%
DEVELOPMENT AGREEMENT FEES	96,657	76,659	76,659	0.0%	76,659	0.0%
INTERGOVERNMENTAL	27,284	35,941	36,511	1.6%	37,091	1.6%
FINES & FORFEITURES	39,584	41,850	42,796	2.3%	43,960	2.7%
<b>Total General Fund Revenues</b>	<b>18,541,368</b>	<b>19,470,787</b>	<b>19,930,589</b>	<b>2.4%</b>	<b>20,593,673</b>	<b>3.3%</b>

The City anticipates receiving \$19.9 million in General Fund operating revenues during fiscal year 2019/20. The City's top five General Fund revenues are:

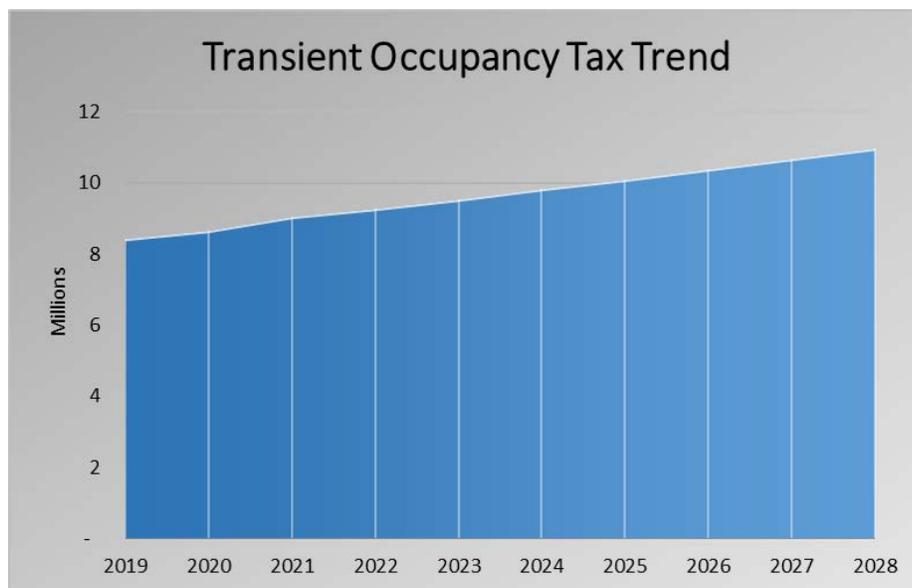
- 1) Transient Occupancy Tax
- 2) Admissions Tax
- 3) Property Tax
- 4) Sales Tax
- 5) Franchise Fees

Collectively, these five revenue sources account for 86.5% of General Fund revenues. This section will review these income sources in detail.

### **Transient Occupancy Tax (TOT)**

Transient occupancy tax revenues play a vital role in the financial success of the City as they account for 43.3% of General Fund revenues. Guests staying at one of the City's five hotels pay transient occupancy taxes. The tax is calculated on the gross room rate and other required charges such as resort fees. The tax rate is 12.25%.

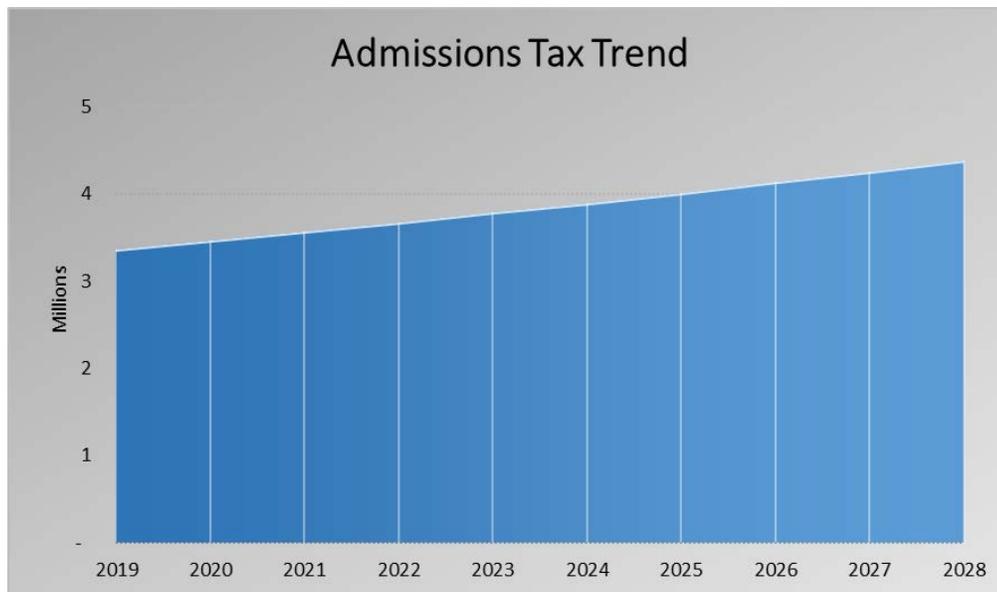
Transient occupancy tax estimates are generated using forecast data gathered from hotel partners. Analysis assumes conservative tourism growth increases of 2.8% from existing hotel partners. The assumption does not speculate on any new hotel or tourism related commercial development.



## Admissions Tax

Admissions tax is added to the ticket price that attendees pay to enter entertainment venues or events in Indian Wells. The current admissions tax rate is 10%. Admissions tax revenues will continue to grow due to the success of the BNP Paribas Open held at the Indian Wells Tennis Gardens.

Assumes a 3.0% increase based upon discussions with tennis partners. The analysis assumes an increase in the average ticket price and an incremental increase in attendance. This analysis does not speculate on expanded the use of the Tennis Gardens, such as concerts or other events to enhance admissions tax sales.



## Property Tax Revenue

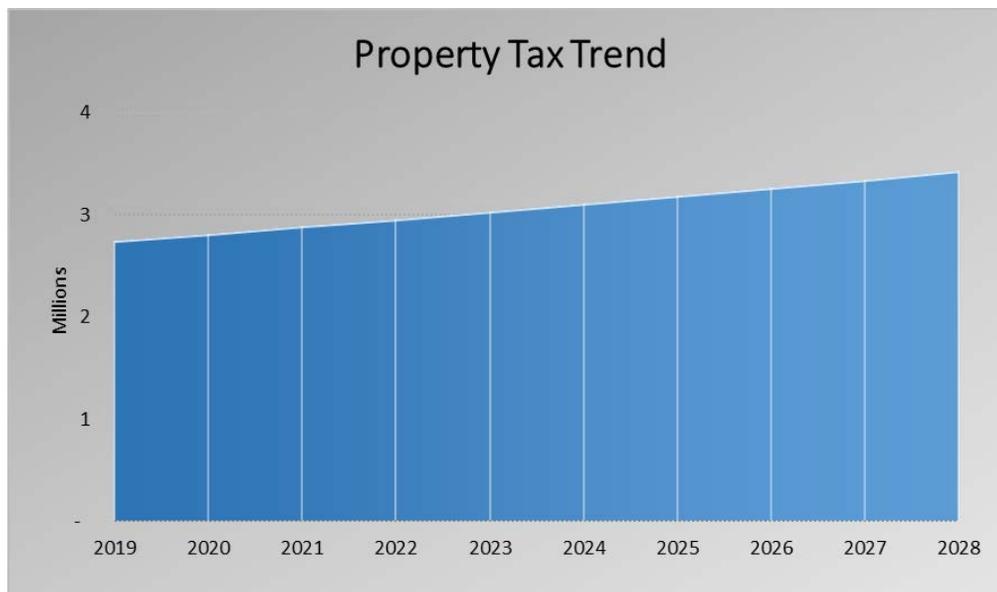
Property tax revenues are taxes imposed on real property (land and permanently attached improvements) and tangible personal property (movable property). The tax is calculated on the value of the property rather than on a fixed amount or benefit to the property or person. Proposition 13 (Article XIII A of the State Constitution) limits the real property tax rate to 1% of the property assessed value, plus rates approved by the voters. The county tax collector receives the property tax and allocates the revenues to the local taxing agencies pursuant to a statutory allocation formula.

## A No/Low Tax City

The City of Indian Wells is one of 39 cities in the State of California categorized as No/Low property tax city because the City did not have an established property tax rate prior to the adoption of Proposition 13. Cities without an established tax rate received the minimum tax rate formula. The rate has increased over time from 1% of the 1% of the assessed valuation to the maximum of 7% of the 1% of the assessed valuation.

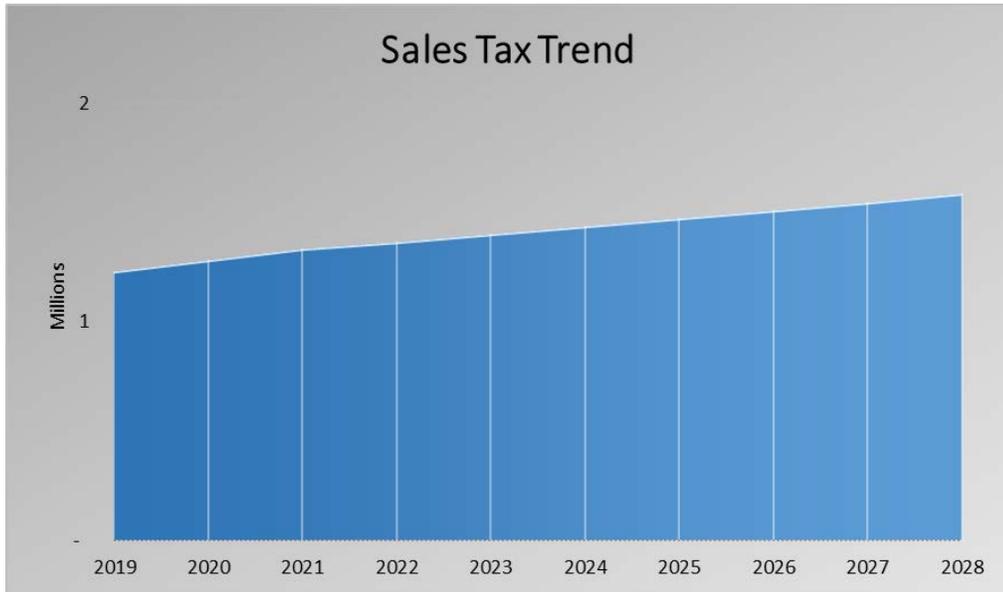
After the formula is applied, the City receives approximately 4.6% of the property tax. This means that for every \$100 of property tax collected by the County, the City receives \$4.60. As a No/Low city, Indian Wells receives only about half the property tax as other cities receive.

Assumes existing property values increase 2.0% for inflation under Proposition 13 and a 0.5% growth factor for new home construction and resale of existing property. Proposition 8 adjustments for residential properties should not play a large factor in the tax base.



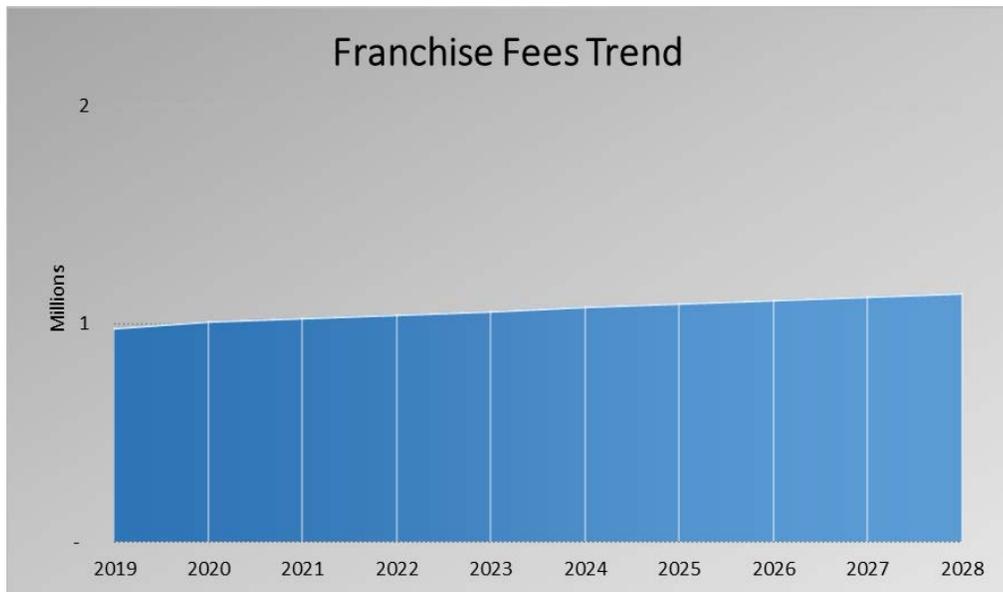
## Sales Tax

The City currently receives 6.4% of its General Fund revenues from sales tax. Under the California Sales and Use Tax Law, the sale of tangible personal property is subject to sales tax unless exempt or otherwise excluded. Sales Tax is imposed on retailers for the privilege of selling tangible personal property. The City receives 1% in sales tax on each taxable transaction that occurs in the City. Sales tax forecast assumes conservative 2.5% annual growth based upon ten-year historical trend analysis conducted by Staff.



### Franchise Fees

Franchise fee revenue makes up 6% of the General Fund revenue budget. The City and utility companies have agreements that in exchange for use of the City's rights-of-way, the utilities pay a certain fee. Currently, Southern California Edison (SCE), Time Warner Cable, Verizon, Southern California Gas, and Burrtec Waste and Recycling pay a franchise fee to the City. The revenue is calculated on a percentage of gross sales. Franchise Fee forecast assumes conservative 1.5% annual growth based upon ten-year historical trend analysis conducted by Staff.



## Revenues

Account Number	2017/2018 Year End Actual	2018/2019 Yearend Estimate	2019/2020 Projected Revenue	2019/2020 v. 2018/2019 % change	2020/2021 Projected Revenue	2020/2021 v. 2019/2020 % change
<b>101 GENERAL FUND</b>						
101.00.00.04111.000 Current Secured Property Tax	2,452,422	2,582,870	2,647,442	2.5%	2,713,628	2.5%
101.00.00.04112.000 Current Unsecured Property Tax	106,880	119,032	122,603	3.0%	125,668	2.5%
101.00.00.04113.000 Prior Year Property Tax	44,541	23,704	24,297	2.5%	24,904	2.5%
101.00.00.04114.000 Supplemental Roll Prop. Tax	48,563	14,101	14,454	2.5%	14,815	2.5%
101.00.00.04121.000 Property Taxes Penalties & Interest	13,143	8,715	8,933	2.5%	9,156	2.5%
101.00.00.04131.000 General Sales Tax	1,111,159	1,232,569	1,281,000	3.9%	1,334,000	4.1%
101.00.00.04132.000 Transient Occupancy Tax	7,700,412	8,152,600	8,625,500	5.8%	8,990,800	4.2%
101.00.00.04132.001 Short-Term Rental TOT	242,583	268,000	40,000	-85.1%	40,000	0.0%
101.00.00.04141.000 Franchises - Electric	280,905	290,500	299,215	3.0%	305,199	2.0%
101.00.00.04142.000 Franchises - Gas	48,085	56,891	58,598	3.0%	59,770	2.0%
101.00.00.04143.000 Franchises - Cable TV.	257,987	266,102	274,085	3.0%	279,567	2.0%
101.00.00.04144.000 Franchises - Waste Collection	342,574	368,745	379,807	3.0%	387,403	2.0%
101.00.00.04151.000 Business License Tax	140,017	166,464	171,458	3.0%	174,887	2.0%
101.00.00.04161.000 Real Property Transfer Tax	230,075	235,600	242,668	3.0%	247,521	2.0%
101.00.00.04171.000 Admissions Tax	3,334,227	3,361,250	3,462,088	3.0%	3,565,950	3.0%
<b>TOTAL TAXES (101)</b>	<b>16,353,572</b>	<b>17,147,143</b>	<b>17,652,147</b>	<b>2.9%</b>	<b>18,273,269</b>	<b>3.5%</b>
101.00.00.04311.000 Construction Permits	355,937	320,000	330,000	3.1%	339,900	3.0%
101.00.00.04312.000 Electrical Permits	23,186	19,562	20,149	3.0%	20,753	3.0%
101.00.00.04313.000 Plumbing Permits	29,383	19,562	20,149	3.0%	20,753	3.0%
101.00.00.04314.000 Mechanical Permits	29,343	20,785	21,409	3.0%	22,051	3.0%
101.00.00.04315.000 Grading Permits	5,561	3,668	3,778	3.0%	3,891	3.0%
101.00.00.04316.000 Encroachment Permits	5,357	6,000	6,180	3.0%	6,365	3.0%
101.00.00.04318.000 Re-Insp./Special Insp. Permit	13,659	11,525	11,871	3.0%	12,227	3.0%
<b>TOTAL LICENSE &amp; PERMIT FEES (101)</b>	<b>462,426</b>	<b>401,102</b>	<b>413,535</b>	<b>3.1%</b>	<b>425,941</b>	<b>3.0%</b>
101.00.00.04421.000 Fines & Forfeitures	15,939	18,100	18,796	3.8%	19,530	3.9%
101.00.00.04422.000 Abandoned Properties Registration	3,336	2,500	2,500	0.0%	2,500	0.0%
101.00.00.04423.000 Fines - Short Term Rentals	20,309	21,250	21,500	1.2%	21,930	2.0%
<b>TOTAL FINES &amp; FORFEITURES (101)</b>	<b>39,584</b>	<b>41,850</b>	<b>42,796</b>	<b>2.3%</b>	<b>43,960</b>	<b>2.7%</b>
101.00.00.04511.000 Investment Earnings	55,432	338,250	346,706	2.5%	355,374	2.5%
101.00.00.04523.000 Rental - Other City Property	825	67,436	65,428	-3.0%	63,308	-3.2%
<b>TOTAL USE OF MONEY AND PROPERTY (101)</b>	<b>56,257</b>	<b>405,686</b>	<b>412,134</b>	<b>1.6%</b>	<b>418,682</b>	<b>1.6%</b>
101.00.00.04612.000 VLF Comp Fund In Lieu	417,087	422,650	433,216	2.5%	444,047	2.5%
101.00.00.04615.000 Homeowner's Prop. Tax Relief	27,285	28,441	29,010	2.0%	29,590	2.0%
101.00.00.04651.000 Other Grants & Reimbursements	0	7,500	7,500	0.0%	7,500	0.0%
<b>TOTAL INTERGOVERNMENTAL REVENUES (101)</b>	<b>444,372</b>	<b>458,591</b>	<b>469,726</b>	<b>2.4%</b>	<b>481,137</b>	<b>2.4%</b>

## Revenues

Account Number	2017/2018 Year End Actual	2018/2019 Yearend Estimate	2019/2020 Projected Revenue	2019/2020 v. 2018/2019 % change	2020/2021 Projected Revenue	2020/2021 v. 2019/2020 % change
101.00.00.04711.000 Sales of Maps & Publications	0	100	100	0.0%	100	0.0%
101.00.00.04712.000 Reproduction & Postage Fees	52	100	100	0.0%	100	0.0%
101.00.00.04721.000 Abatements Reimbursements	19,582	20,000	20,000	0.0%	20,000	0.0%
101.00.00.04731.000 Subdivision & Parcel Map Fees	0	6,000	6,000	0.0%	6,000	0.0%
101.00.00.04732.000 Engineering Plan Check Fees	42,530	39,880	41,250	3.4%	42,488	3.0%
101.00.00.04733.000 Engineering Inspection Fees	5,039	5,500	5,700	3.6%	5,850	2.6%
101.00.00.04739.000 Miscellaneous Fees	6,068	4,300	4,450	3.5%	4,600	3.4%
101.00.00.04741.000 Planning Fees	82,300	28,556	29,413	3.0%	30,295	3.0%
101.00.00.04743.000 Zoning Fees	34,151	5,000	5,000	0.0%	5,000	0.0%
101.00.00.04744.000 Subdivision Fees	5,442	5,000	5,000	0.0%	5,000	0.0%
101.00.00.04746.000 Special Events Fees	10,373	9,950	10,000	0.5%	10,250	2.5%
101.00.00.04751.000 Building Plan Check Fees	223,196	232,000	237,800	2.5%	243,745	2.5%
101.00.00.04761.000 Resident Benefit Card Fee	132,370	142,510	56,073	100.0%	57,475	2.5%
101.00.00.04771.000 Indirect Costs Charges	15,000	15,000	15,000	0.0%	15,000	0.0%
<b>TOTAL CURRENT SERVICE CHARGES (101)</b>	<b>576,103</b>	<b>513,896</b>	<b>435,885</b>	<b>-15.2%</b>	<b>445,902</b>	<b>2.3%</b>
101.00.00.04834.000 Toscana Development Agreement	96,657	76,659	76,659	0.0%	76,659	0.0%
101.00.00.04863.000 Miscellaneous Revenues	186,294	48,560	50,000	3.0%	50,000	0.0%
101.00.00.04864.000 RPTTF Administrative Fees	316,595	361,000	361,000	0.0%	361,000	0.0%
101.00.00.04865.000 Cash Over/Short	5	50	50	0.0%	50	0.0%
101.00.00.04867.000 Activities & Event Fees	9,503	16,250	16,656	2.5%	17,073	2.5%
<b>TOTAL OTHER REVENUES (101)</b>	<b>609,054</b>	<b>502,519</b>	<b>504,365</b>	<b>0.4%</b>	<b>504,782</b>	<b>0.1%</b>
<b>TOTAL GENERAL FUND</b>	<b>18,541,368</b>	<b>19,470,787</b>	<b>19,930,589</b>	<b>2.4%</b>	<b>20,593,672</b>	<b>3.3%</b>
<b>202 TRAFFIC SAFETY</b>						
202.00.00.04411.000 Vehicle Code Fines	21,064	22,851	23,537	3.0%	24,243	3.0%
<b>TOTAL FINES &amp; FORFEITURES</b>	<b>21,064</b>	<b>22,851</b>	<b>23,537</b>	<b>3.0%</b>	<b>24,243</b>	<b>3.0%</b>
202.00.00.04511.000 Investment Earnings	0	10	10	0.0%	10	0.0%
<b>TOTAL TRAFFIC SAFETY</b>	<b>21,064</b>	<b>22,861</b>	<b>23,547</b>	<b>3.0%</b>	<b>24,253</b>	<b>3.0%</b>
<b>203 PUBLIC SAFETY-1/2 PERCENT SALES TX</b>						
203.00.00.04511.000 Investment Earnings	47	50	50	0.0%	50	0.0%
203.00.00.04617.000 Public Sfty 1/2 Cent Sales Tax	21,566	22,525	23,088	2.5%	23,665	2.5%
<b>TOTAL PUBLIC SAFETY-1/2 PERCENT SALES TX</b>	<b>21,613</b>	<b>22,575</b>	<b>23,138</b>	<b>2.5%</b>	<b>23,715</b>	<b>2.5%</b>
<b>204 MEASURE "A" TRANSPORTATION</b>						
204.00.00.04133.000 Transp.Tax - Streets Measure A	253,043	262,650	270,530	3.0%	278,645	3.0%
204.00.00.04511.000 Investment Earnings	0	175	175	0.0%	175	0.0%
<b>TOTAL MEASURE "A" TRANSPORTATION</b>	<b>253,043</b>	<b>262,825</b>	<b>270,705</b>	<b>3.0%</b>	<b>278,820</b>	<b>3.0%</b>

## Revenues

Account Number	2017/2018 Year End Actual	2018/2019 Yearend Estimate	2019/2020 Projected Revenue	2019/2020 v. 2018/2019 % change	2020/2021 Projected Revenue	2020/2021 v. 2019/2020 % change
<b>209 FIRE ACCESS MAINTENANCE DISTRICT</b>						
209.00.00.04111.000 Current Secured Property Tax	331,457	339,744	348,238	2.5%	356,943	2.5%
209.00.00.04112.000 Current Unsecured Property Tax	8,091	9,243	9,474	2.5%	9,711	2.5%
209.00.00.04113.000 Prior Year Taxes	15,793	6,845	7,016	2.5%	7,192	2.5%
209.00.00.04114.000 Supplemental Roll Prop. Tax	3,704	158	162	2.5%	166	2.5%
209.00.00.04121.000 Property Taxes Penalties & Interest	999	525	538	2.5%	552	2.5%
<b>TOTAL TAXES (209)</b>	<b>360,045</b>	<b>356,515</b>	<b>365,428</b>	<b>2.5%</b>	<b>374,563</b>	<b>2.5%</b>
209.00.00.04211.000 Fire Access Maint. Assessments	1,174,618	1,200,000	1,200,000	0.0%	1,200,000	0.0%
<b>TOTAL SPECIAL BENEFIT ASSESSMENTS (209)</b>	<b>1,174,618</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>0.0%</b>	<b>1,200,000</b>	<b>0.0%</b>
209.00.00.04311.000 Misc. Permits	2,901	750	750	0.0%	750	0.0%
<b>TOTAL LICENSE &amp; PERMIT FEES (209)</b>	<b>2,901</b>	<b>750</b>	<b>750</b>	<b>0.0%</b>	<b>750</b>	<b>0.0%</b>
209.00.00.04511.000 Investment Earnings	10,030	11,500	11,788	2.5%	12,082	2.5%
<b>TOTAL USE OF MONEY &amp; PROPERTY (209)</b>	<b>10,030</b>	<b>11,500</b>	<b>11,788</b>	<b>2.5%</b>	<b>12,082</b>	<b>2.5%</b>
209.00.00.04615.000 Homeowner's Prop. Tax Relief	2,064	3,000	3,000	0.0%	3,000	0.0%
209.00.00.04863.000 Misc Revenue	6,229	83,046	1,500	-98.2%	1,500	0.0%
<b>TOTAL FIRE ACCESS MAINTENANCE DISTRICT</b>	<b>1,555,887</b>	<b>1,654,811</b>	<b>1,582,465</b>	<b>-4.4%</b>	<b>1,591,896</b>	<b>0.6%</b>
<b>210 SCAQMD VEHICLE REGISTRATION</b>						
210.00.00.04511.000 Investment Earnings	19	20	20	0.0%	20	0.0%
210.00.00.04619.000 SCAQMD Vehicle Reg. Fee	6,791	6,825	6,996	2.5%	7,171	2.5%
<b>TOTAL SCAQMD VEHICLE REGISTRATION</b>	<b>6,810</b>	<b>6,845</b>	<b>7,016</b>	<b>2.5%</b>	<b>7,191</b>	<b>2.5%</b>
<b>211 AB 3229 COPS FUNDING</b>						
211.00.00.04511.000 Investment Earnings	203	20	20	0.0%	20	0.0%
211.00.00.04643.000 Public Safety-COPS-AB3229	139,416	148,746	152,465	2.5%	156,276	2.5%
<b>TOTAL AB 3229 COPS FUNDING</b>	<b>139,619</b>	<b>148,766</b>	<b>152,485</b>	<b>2.5%</b>	<b>156,296</b>	<b>2.5%</b>
<b>214 GAS TAX, 2103</b>						
214.00.00.04511.000 Investment Earnings	0	50	50	0.0%	50	0.0%
214.00.00.04616.000 Gasoline Tax	21,224	22,101	47,539	115.1%	48,490	2.0%
<b>TOTAL GAS TAX, 2103</b>	<b>21,224</b>	<b>22,151</b>	<b>47,589</b>	<b>114.8%</b>	<b>48,540</b>	<b>2.0%</b>
<b>215 GAS TAX, 2105</b>						
215.00.00.04511.000 Investment Earnings	33	50	50	100.0%	50	0.0%
215.00.00.04616.000 Gasoline Tax	29,575	30,420	31,009	1.9%	31,629	2.0%
<b>TOTAL GAS TAX, 2105</b>	<b>29,608</b>	<b>30,470</b>	<b>31,059</b>	<b>1.9%</b>	<b>31,679</b>	<b>2.0%</b>

## Revenues

Account Number	2017/2018 Year End Actual	2018/2019 Yearend Estimate	2019/2020 Projected Revenue	2019/2020 v. 2018/2019 % change	2020/2021 Projected Revenue	2020/2021 v. 2019/2020 % change
<b>216 GAS TAX, 2106</b>						
216.00.00.04511.000 Investment Earnings	25	25	25	0.0%	25	0.0%
216.00.00.04616.000 Gasoline Tax	23,262	23,465	23,942	2.0%	24,421	2.0%
<b>TOTAL GAS TAX, 2106</b>	<b>23,287</b>	<b>23,490</b>	<b>23,967</b>	<b>2.0%</b>	<b>24,446</b>	<b>2.0%</b>
<b>217 GAS TAX, 2107</b>						
217.00.00.04511.000 Investment Earnings	0	25	25	0.0%	25	0.0%
217.00.00.04616.000 Gasoline Tax	38,491	39,841	40,720	2.2%	41,534	2.0%
<b>TOTAL GAS TAX, 2107</b>	<b>38,491</b>	<b>39,866</b>	<b>40,745</b>	<b>2.2%</b>	<b>41,559</b>	<b>2.0%</b>
<b>218 GAS TAX, ENGIN/ADMIN</b>						
218.00.00.04511.000 Investment Earnings	23	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%
<b>TOTAL GAS TAX, ENGIN/ADMIN</b>	<b>2,023</b>	<b>2,030</b>	<b>2,030</b>	<b>0.0%</b>	<b>2,030</b>	<b>0.0%</b>
<b>219 GAS TAX, RMRA</b>						
219.00.00.04511.000 Investment Earnings	-105	120	120	0.0%	120	0.0%
219.00.00.04616.000 Gasoline Tax	25,123	91,540	92,259	0.8%	94,565	2.5%
<b>TOTAL GAS TAX, RMRA</b>	<b>25,018</b>	<b>91,660</b>	<b>92,379</b>	<b>0.8%</b>	<b>94,685</b>	<b>2.5%</b>
<b>228 EMERGENCY SERVICES UPGRADE</b>						
228.00.00.04162.000 County Fire Tax Credit	3,111,773	3,205,127	3,301,280	3.0%	3,400,319	3.0%
228.00.00.04213.000 Emergency Svcs. Upgrade Assmnt	610,177	625,000	634,375	1.5%	643,891	1.5%
228.00.00.04511.000 Investment Earnings	13,090	14,700	15,000	2.0%	15,000	0.0%
228.00.00.04762.000 Ambulance Service Fees	196,194	409,120	445,000	8.8%	471,700	6.0%
228.00.00.04863.000 Misc. Revenue	7,026	7,583	7,773	2.5%	7,967	2.5%
<b>TOTAL EMERGENCY SERVICES UPGRADE</b>	<b>3,938,261</b>	<b>4,261,530</b>	<b>4,403,428</b>	<b>3.3%</b>	<b>4,538,876</b>	<b>3.1%</b>
<b>247 AB939 RECYCLING</b>						
247.00.00.04214.087 Solid Waste Funds-AB939 Comm	107,093	108,456	110,083	1.5%	111,734	1.5%
<b>TOTAL AB939 RECYCLING</b>	<b>107,093</b>	<b>108,456</b>	<b>110,083</b>	<b>1.5%</b>	<b>111,734</b>	<b>1.5%</b>
<b>248 SOLID WASTE</b>						
248.00.00.04214.000 Solid Waste Assessments	925,751	941,562	960,393	2.0%	979,601	2.0%
248.00.00.04511.000 Investment Earnings	1,715	2,000	2,000	0.0%	2,000	0.0%
248.00.00.04863.000 Misc. Revenue	2,243	0	0	0.0%	0	0.0%
<b>TOTAL SOLID WASTE</b>	<b>929,709</b>	<b>943,562</b>	<b>962,393</b>	<b>2.0%</b>	<b>981,601</b>	<b>2.0%</b>

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<b>251 STREET LIGHTING ASSESSMENT DISTRICT</b>						
251.00.00.04215.000 Street Lighting Assessments	1,344	1,480	1,480	0.0%	1,480	0.0%
251.00.00.04511.000 Investment Earnings	25	75	75	0.0%	75	0.0%
<b>TOTAL STREET LIGHTING ASSESSMENT DISTRICT</b>	<b>1,369</b>	<b>1,555</b>	<b>1,555</b>	<b>0.0%</b>	<b>1,555</b>	<b>0.0%</b>
<b>253 INDIAN WELLS VILLAS</b>						
253.00.00.04511.000 Investment Earnings	4,174	15,000	15,000	0.0%	15,000	0.0%
253.00.00.04523.000 Rental Income - Sr. Housing	642,085	655,380	738,402	12.7%	760,500	3.0%
<b>TOTAL INDIAN WELLS VILLAS</b>	<b>646,259</b>	<b>670,380</b>	<b>753,402</b>	<b>12.4%</b>	<b>775,500</b>	<b>2.9%</b>
<b>254 MOUNTAIN VIEW VILLAS</b>						
254.00.00.04511.000 Investment Earnings	5,080	15,000	15,000	0.0%	15,000	0.0%
254.00.00.04523.000 Rental Income - Sr. Housing	953,721	1,024,038	1,106,339	8.0%	1,139,500	3.0%
<b>TOTAL MOUNTAIN VIEW VILLAS</b>	<b>958,801</b>	<b>1,039,038</b>	<b>1,121,339</b>	<b>7.9%</b>	<b>1,154,500</b>	<b>3.0%</b>
<b>256 HOUSING AUTHORITY</b>						
256.00.00.04511.000 Investment Earnings	68,954	74,561	77,100	3.4%	79,500	3.1%
<b>TOTAL HOUSING AUTHORITY</b>	<b>68,954</b>	<b>74,561</b>	<b>77,100</b>	<b>3.4%</b>	<b>79,500</b>	<b>3.1%</b>
<b>271 ELDORADO DRIVE LLMD</b>						
271.00.00.04212.000 Landscape and Lighting Assessments	22,348	23,200	27,350	17.9%	28,171	3.0%
271.00.00.04511.000 Investment Earnings	260	300	300	0.0%	300	0.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>22,608</b>	<b>23,500</b>	<b>27,650</b>	<b>17.7%</b>	<b>28,471</b>	<b>3.0%</b>
<b>272 MONTECITO / STARDUST LLMD</b>						
272.00.00.04212.000 Landscape and Lighting Assessments	16,322	17,950	19,350	7.8%	20,898	8.0%
272.00.00.04511.000 Investment Earnings	(31)	10	10	0.0%	10	0.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>16,291</b>	<b>17,960</b>	<b>19,360</b>	<b>7.8%</b>	<b>20,908</b>	<b>8.0%</b>
<b>273 CASA DORADO LLMD</b>						
273.00.00.04212.000 Landscape and Lighting Assessments	20,613	21,783	21,850	0.3%	22,506	3.0%
273.00.00.04511.000 Investment Earnings	-15	50	50	0.0%	50	0.0%
273.00.00.04823.000 City Contribution	2,273	2,343	2,350	0.3%	2,421	3.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>22,871</b>	<b>24,176</b>	<b>24,250</b>	<b>0.3%</b>	<b>24,976</b>	<b>3.0%</b>
<b>274 THE COVE LLMD</b>						
274.00.00.04212.000 Landscape and Lighting Assessments	17,834	18,018	18,670	3.6%	19,230	3.0%
274.00.00.04511.000 Investment Earnings	-17	50	50	0.0%	50	0.0%
274.00.00.04823.000 City Contribution	1,900	1,958	2,030	3.7%	2,091	3.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>19,717</b>	<b>20,026</b>	<b>20,750</b>	<b>3.6%</b>	<b>21,371</b>	<b>3.0%</b>

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<b>275 SH 111 / IWGR LLMD</b>						
275.00.00.04212.000 Landscape and Lighting Assessments	84,714	110,835	114,900	3.7%	118,347	3.0%
275.00.00.04511.000 Investment Earnings	472	500	500	0.0%	500	0.0%
275.00.00.04823.000 City Contribution	78,657	84,351	88,300	4.7%	90,949	3.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>163,843</b>	<b>195,686</b>	<b>203,700</b>	<b>4.1%</b>	<b>209,796</b>	<b>3.0%</b>
<b>276 CLUB / IW LANE LLMD</b>						
276.00.00.04212.000 Landscape and Lighting Assessments	13,174	14,600	15,050	3.1%	15,502	3.0%
276.00.00.04511.000 Investment Earnings	205	250	250	0.0%	250	0.0%
276.00.00.04823.000 City Contribution	1,800	1,850	1,900	2.7%	1,957	3.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>15,179</b>	<b>16,700</b>	<b>17,200</b>	<b>3.0%</b>	<b>17,709</b>	<b>3.0%</b>
<b>277 COLONY LLMD</b>						
277.00.00.04212.000 Landscape and Lighting Assessments	50,230	52,425	54,350	3.7%	55,981	3.0%
277.00.00.04511.000 Investment Earnings	107	150	150	0.0%	150	0.0%
277.00.00.04823.000 City Contribution	5,475	5,925	6,000	1.3%	6,180	3.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>55,812</b>	<b>58,500</b>	<b>60,500</b>	<b>3.4%</b>	<b>62,311</b>	<b>3.0%</b>
<b>278 COLONY COVE ESTATES LLMD</b>						
278.00.00.04212.000 Landscape and Lighting Assessments	8,083	8,925	9,220	3.3%	9,497	3.0%
278.00.00.04511.000 Investment Earnings	208	250	250	0.0%	250	0.0%
278.00.00.04823.000 City Contribution	1,040	1,125	1,180	4.9%	1,215	3.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>9,331</b>	<b>10,300</b>	<b>10,650</b>	<b>3.4%</b>	<b>10,962</b>	<b>2.9%</b>
<b>279 DESERT HORIZONS LLMD</b>						
279.00.00.04212.000 Landscape and Lighting Assessments	386,566	403,850	417,900	3.5%	430,437	3.0%
279.00.00.04511.000 Investment Earnings	-372	50	50	0.0%	50	0.0%
279.00.00.04823.000 City Contribution	43,250	44,550	46,100	3.5%	47,483	3.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>429,444</b>	<b>448,450</b>	<b>464,050</b>	<b>3.5%</b>	<b>477,970</b>	<b>3.0%</b>
<b>280 MOUNTAIN GATE LLMD</b>						
280.00.00.04212.000 Landscape and Lighting Assessments	32,906	34,725	36,300	4.5%	37,389	3.0%
280.00.00.04511.000 Investment Earnings	262	300	300	0.0%	300	0.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>33,168</b>	<b>35,025</b>	<b>36,600</b>	<b>4.5%</b>	<b>37,689</b>	<b>3.0%</b>

## Revenues

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<b>281 MOUNTAIN GATE ESTATES LLMD</b>						
281.00.00.04212.000 Landscape and Lighting Assessments	9,557	10,265	10,655	3.8%	10,975	3.0%
281.00.00.04511.000 Investment Earnings	156	200	200	0.0%	200	0.0%
281.00.00.04823.000 City Contribution	1,065	1,280	1,320	3.1%	1,360	3.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>10,778</b>	<b>11,745</b>	<b>12,175</b>	<b>3.7%</b>	<b>12,534</b>	<b>3.0%</b>
<b>282 VILLAGO LLMD</b>						
282.00.00.04212.000 Landscape and Lighting Assessments	91,240	95,050	92,050	-3.2%	94,812	3.0%
282.00.00.04511.000 Investment Earnings	826	1,000	1,000	0.0%	1,000	0.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>92,066</b>	<b>96,050</b>	<b>93,050</b>	<b>-3.1%</b>	<b>95,812</b>	<b>3.0%</b>
<b>283 VAIDYA LLMD</b>						
283.00.00.04212.000 Landscape and Lighting Assessments	3,572	4,045	4,200	3.8%	4,326	3.0%
283.00.00.04511.000 Investment Earnings	102	150	150	0.0%	150	0.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>3,674</b>	<b>4,195</b>	<b>4,350</b>	<b>3.7%</b>	<b>4,476</b>	<b>2.9%</b>
<b>284 CLUB SOUTH OF 111 LLMD</b>						
284.00.00.04212.000 Landscape and Lighting Assessments	7,425	8,000	8,400	5.0%	8,652	3.0%
284.00.00.04511.000 Investment Earnings	48	100	100	0.0%	100	0.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>7,473</b>	<b>8,100</b>	<b>8,500</b>	<b>4.9%</b>	<b>8,752</b>	<b>3.0%</b>
<b>285 MONTELENA LLMD</b>						
285.00.00.04212.000 Landscape and Lighting Assessments	63,695	66,125	68,500	3.6%	70,555	3.0%
285.00.00.04511.000 Investment Earnings	-17	100	100	0.0%	100	0.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>63,678</b>	<b>66,225</b>	<b>68,600</b>	<b>3.6%</b>	<b>70,655</b>	<b>3.0%</b>
<b>286 SUNDANCE LLMD</b>						
286.00.00.04212.000 Landscape and Lighting Assessments	43,185	43,950	43,950	0.0%	45,269	3.0%
286.00.00.04511.000 Investment Earnings	-94	100	100	0.0%	100	0.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>43,091</b>	<b>44,050</b>	<b>44,050</b>	<b>0.0%</b>	<b>45,369</b>	<b>3.0%</b>
<b>287 PROVINCE LLMD</b>						
287.00.00.04212.000 Landscape and Lighting Assessments	167,967	173,250	177,250	2.3%	182,568	3.0%
287.00.00.04511.000 Investment Earnings	42	100	100	0.0%	100	0.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>168,009</b>	<b>173,350</b>	<b>177,350</b>	<b>2.3%</b>	<b>182,668</b>	<b>3.0%</b>

## Revenues

Account Number	2017/2018 Year End Actual	2018/2019 Yearend Estimate	2019/2020 Projected Revenue	2019/2020 v. 2018/2019 % change	2020/2021 Projected Revenue	2020/2021 v. 2019/2020 % change
<b>288 PROVINCE DBAD</b>						
288.00.00.04212.000 Landscape and Lighting Assessments	7,617	7,800	7,800	0.0%	7,800	0.0%
288.00.00.04511.000 Investment Earnings	1,995	2,000	2,000	0.0%	2,000	0.0%
<b>TOTAL LANDSCAPE &amp; LIGHTING DISTRICT</b>	<b>9,612</b>	<b>9,800</b>	<b>9,800</b>	<b>0.0%</b>	<b>9,800</b>	<b>0.0%</b>
<b>314 PARK FACILITIES IN LIEU</b>						
314.00.00.04831.000 Development Fees	40,376	56,000	57,400	2.5%	58,835	2.5%
<b>TOTAL PARK FACILITIES IN LIEU</b>	<b>40,376</b>	<b>56,000</b>	<b>57,400</b>	<b>2.5%</b>	<b>58,835</b>	<b>2.5%</b>
<b>315 CITYWIDE PUBLIC IMPROVEMENT</b>						
315.00.00.04511.000 Investment Earnings	0	20	20	0.0%	20	0.0%
315.00.00.04831.000 Citywide Public Imp Fee	82,137	84,190	86,716	3.0%	89,318	3.0%
<b>TOTAL CITYWIDE PUBLIC IMPROVEMENT</b>	<b>82,137</b>	<b>84,210</b>	<b>86,736</b>	<b>3.0%</b>	<b>89,338</b>	<b>3.0%</b>
<b>316 CAPITAL IMPROVEMENTS</b>						
316.00.00.04511.000 Investment Earnings	9,022	9,500	9,738	2.5%	9,981	2.5%
316.00.00.04651.000 Other Grants & Reimbursements	91,407	70,200	75,000	100.0%	75,000	0.0%
316.00.00.04863.000 Misc Revenue	146,083	10,000	10,000	0.0%	10,000	0.0%
316.00.00.04999.000 Transfers In	84,626	1,370,000	1,404,292	2.5%	2,079,500	0.0%
<b>TOTAL CAPITAL IMPROVEMENTS</b>	<b>331,138</b>	<b>1,459,700</b>	<b>1,499,030</b>	<b>2.7%</b>	<b>2,174,481</b>	<b>45.1%</b>
<b>319 ART IN PUBLIC PLACES</b>						
319.00.00.04511.000 Investment Earnings	1,287	850	871	2.5%	893	2.5%
319.00.00.04831.000 Developer Contrib - Public Art	25,169	20,000	20,000	0.0%	20,000	0.0%
<b>TOTAL ART IN PUBLIC PLACES</b>	<b>26,456</b>	<b>20,850</b>	<b>20,871</b>	<b>0.1%</b>	<b>20,893</b>	<b>0.1%</b>
<b>321 HWY 111 CIRCULATION IMP FEE</b>						
321.00.00.04831.000 Hwy 111 Circulation Imp Fee	1,950	100	100	0.0%	100	0.0%
<b>TOTAL HWY 111 CIRCULATION IMP FEE</b>	<b>1,950</b>	<b>100</b>	<b>100</b>	<b>0.0%</b>	<b>100</b>	<b>0.0%</b>
<b>326 BUILDINGS CAPITAL RESERVE</b>						
326.00.00.04511.000 Investment Earnings	44,201	76,540	37,448	-51.1%	38,384	2.5%
326.00.00.04823.000 City Contribution	1,350,000	1,350,000	73,100	-94.6%	75,659	3.5%
<b>TOTAL BUILDINGS CAPITAL RESERVE</b>	<b>1,394,201</b>	<b>1,426,540</b>	<b>110,548</b>	<b>-92.3%</b>	<b>114,043</b>	<b>3.2%</b>
<b>327 BRIDGES CAPITAL RESERVE</b>						
327.00.00.04511.000 Investment Earnings	8,678	25,750	43,800	70.1%	44,895	2.5%
327.00.00.04823.000 City Contribution			65,800		68,103	3.5%
<b>TOTAL BRIDGES CAPITAL RESERVE</b>	<b>8,678</b>	<b>25,750</b>	<b>109,600</b>	<b>325.6%</b>	<b>112,998</b>	<b>3.1%</b>

## Revenues

Account Number	2017/2018 Year End Actual	2018/2019 Yearend Estimate	2019/2020 Projected Revenue	2019/2020 v. 2018/2019 % change	2020/2021 Projected Revenue	2020/2021 v. 2019/2020 % change
<b>328</b>	<b>MEDIANS AND PARKWAYS CAPITAL RESERVE</b>					
328.00.00.04511.000 Investment Earnings	981	36,050	13,750	-61.9%	14,094	2.5%
328.00.00.04823.000 City Contribution			105,000		108,675	3.5%
<b>TOTAL MEDIANS AND PARKWAYS CAPITAL RESERVE</b>	<b>981</b>	<b>36,050</b>	<b>118,750</b>	<b>229.4%</b>	<b>122,769</b>	<b>3.4%</b>
<b>329</b>	<b>STORM DRAINS CAPITAL RESERVE</b>					
329.00.00.04511.000 Investment Earnings	12,531	36,050	16,225	-55.0%	16,631	2.5%
329.00.00.04823.000 City Contribution			26,500		27,428	3.5%
<b>TOTAL STORM DRAINS CAPITAL RESERVE</b>	<b>12,531</b>	<b>36,050</b>	<b>42,725</b>	<b>18.5%</b>	<b>44,058</b>	<b>3.1%</b>
<b>330</b>	<b>TRAFFIC SIGNALS CAPITAL RESERVE</b>					
330.00.00.04511.000 Investment Earnings	8,678	23,175	23,000	-0.8%	23,575	2.5%
330.00.00.04823.000 City Contribution			73,100		75,659	3.5%
<b>TOTAL TRAFFIC SIGNALS CAPITAL RESERVE</b>	<b>8,678</b>	<b>23,175</b>	<b>96,100</b>	<b>314.7%</b>	<b>99,234</b>	<b>3.3%</b>
<b>331</b>	<b>TECHNOLOGY CAPITAL RESERVE</b>					
331.00.00.04511.000 Investment Earnings	0	0	21,000		21,525	2.5%
331.00.00.04823.000 City Contribution	0	0	52,500		54,338	3.5%
<b>TOTAL TECHNOLOGY CAPITAL RESERVE</b>	<b>0</b>	<b>0</b>	<b>73,500</b>		<b>75,863</b>	<b>3.2%</b>
<b>332</b>	<b>CITY STREETS CAPITAL RESERVE</b>					
332.00.00.04511.000 Investment Earnings	0	0	380,000		389,500	2.5%
332.00.00.04823.000 City Contribution	0	0	725,000		750,375	3.5%
<b>TOTAL CITY STREETS CAPITAL RESERVE</b>	<b>0</b>	<b>0</b>	<b>1,105,000</b>		<b>1,139,875</b>	<b>3.2%</b>
<b>333</b>	<b>CITY VEHICLES CAPITAL RESERVE</b>					
333.00.00.04511.000 Investment Earnings	0	0	3,100		3,178	2.5%
333.00.00.04823.000 City Contribution	0	0	33,200		34,362	3.5%
<b>TOTAL CITY VEHICLES CAPITAL RESERVE</b>	<b>0</b>	<b>0</b>	<b>36,300</b>		<b>37,540</b>	<b>3.4%</b>
<b>453</b>	<b>DEBT SERVICE WHITEWATER RDA</b>					
453.00.00.04511.000 Investment Earnings	-38,013	25,000	30,000	20.0%	30,900	3.0%
453.00.00.04999.000 Operating Transfers In	11,352,488	11,031,186	11,522,534	4.5%	11,868,210	3.0%
<b>TOTAL DEBT SERVICE WHITEWATER RDA</b>	<b>11,314,475</b>	<b>11,056,186</b>	<b>11,552,534</b>	<b>4.5%</b>	<b>11,899,110</b>	<b>3.0%</b>
<b>456</b>	<b>REDEVELOPMENT OBLIGATION RETIREMENT FUND</b>					
456.00.00.04115.000 Successor Agency Tax Increment	11,651,917	11,673,790	11,861,934	1.6%	12,217,792	3.0%
<b>TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUND</b>	<b>11,651,917</b>	<b>11,673,790</b>	<b>11,861,934</b>	<b>1.6%</b>	<b>12,217,792</b>	<b>3.0%</b>

## Revenues

Account Number	2017/2018 Year End Actual	2018/2019 Yearend Estimate	2019/2020 Projected Revenue	2019/2020 v. 2018/2019 % change	2020/2021 Projected Revenue	2020/2021 v. 2019/2020 % change
<b>560 INDIAN WELLS GOLF RESORT</b>						
560.00.00.04320.000 Resident Activities at IWGR	12,000	12,000	12,000	0.0%	12,000	0.0%
560.00.00.04511.000 Investment Earnings	-200	3,000	3,000	0.0%	3,000	0.0%
560.00.00.04550.000 Operations	13,726,178	14,529,000	15,454,394	6.4%	15,918,026	3.0%
560.00.00.04863.000 Misc. Revenue	191,240	0	0		0	
560.00.00.04999.000 Transfers In	0	0	0		0	
<b>TOTAL INDIAN WELLS GOLF RESORT</b>	<b>13,929,218</b>	<b>14,544,000</b>	<b>15,469,394</b>	<b>6.4%</b>	<b>15,933,026</b>	<b>3.0%</b>
<b>561 CLUB DRIVE PROPERTY</b>						
561.00.00.04511.000 Investment Earnings	113	0	0		0	
561.00.00.04523.000 Rental Income	82,142	112,475	0	-100.0%	0	
561.00.00.04525.000 Interest on Loans	11,427	0	0		0	
561.00.00.04739.000 Miscellaneous Fees	1	0	0		0	
561.00.00.04812.000 Capital Gain/Loss	202,166	0	0		0	
561.00.00.04999.000 Transfers In	0	0	0		0	
<b>TOTAL CLUB DRIVE PROPERTY</b>	<b>295,849</b>	<b>112,475</b>	<b>0</b>	<b>-100.0%</b>	<b>0</b>	
<b>601 RETIREMENT BENEFIT</b>						
601.00.00.04511.000 Investment Earnings	7,595	5,000	5,000	0.0%	5,000	0.0%
601.00.00.04822.000 City Contribution	1,799,775	1,853,768	1,909,381	3.0%	1,966,663	3.0%
601.00.00.04863.000 Misc. Revenue	0	0	0		0	
<b>TOTAL RETIREMENT BENEFIT</b>	<b>1,807,370</b>	<b>1,858,768</b>	<b>1,914,381</b>	<b>3.0%</b>	<b>1,971,663</b>	<b>3.0%</b>
<b>602 COMPENSATED ABSENCES RESERVE</b>						
602.00.00.04511.000 Investment Earnings	2,052	3,000	3,000	0.0%	3,000	0.0%
<b>TOTAL COMPENSATED ABSENCES RESERVE</b>	<b>2,052</b>	<b>3,000</b>	<b>3,000</b>	<b>0.0%</b>	<b>3,000</b>	<b>0.0%</b>
<b>TOTAL REVENUES</b>	<b>69,424,151.69</b>	<b>72,578,701.21</b>	<b>75,117,500.56</b>	<b>3.5%</b>	<b>78,018,890.96</b>	<b>3.9%</b>



**INDIAN WELLS**  
CALIFORNIA



**City Council  
Program**

## 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 Tempore are appointed by the Council for one-year terms. The Mayor presides over 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 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 engages in an annual strategic planning program to set and monitor City goals. The two-year budget implements the City Council goals.

## City Council Goals

- Goal 1: Encourage and Expand Economic Development Opportunities
- Goal 2: Elevate Indian Wells Brand for City Corridors
- Goal 3: Implement the Golf Resort Strategic Plan
- Goal 4: Development of Housing Authority Vacant Property
- Goal 5: Palm Tree Safety Regulations for Private Property

## Program Staffing Allocations

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Mayor	1.00	1.00	1.00	1.00
Mayor Pro Tempore	1.00	1.00	1.00	1.00
Council Member	3.00	3.00	3.00	3.00
<b>Total Full Time Equivalents</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

## Workload Activity Measures

	FY2016/17 Actual	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
<b>Committees</b>					
Regional Committees	6	7	7	5	5
Coachella Valley Committees	10	11	11	11	11
Indian Wells Committees	4	4	4	4	4
Standing Committees	4	4	4	4	4

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.11.01.05120.000 Council Compensation (5.0 FTE)	74,193	73,889		78,904	6.8%		81,271	3.0%
101.11.01.05220.000 FICA & Medicare	5,676	5,652		6,036	6.8%		6,217	3.0%
<b>Total Salary and Benefits</b>	<b>79,869</b>	<b>79,541</b>		<b>84,940</b>	<b>6.8%</b>		<b>87,488</b>	<b>3.0%</b>
101.11.01.05550.000 Professional Development	25,812	44,550		37,350	-16.2%		37,350	0.0%
League of CA Cities-Annual Conference (5)			10,000			10,000		
League of CA Cities-Mayors/Council Members Leadership & Exec Forum (5)			7,500			7,500		
City Council Meeting F&B Expenses			3,000			3,000		
League of CA Cities-Policy Committee (1)			2,500			2,500		
League of CA Cities-Legislative Action Days (2)			2,000			2,000		
Meetings & Conferences			3,000			3,000		
League of CA Cities-New Mayor/Council Member Academy (2)			3,600			3,600		
CA Contract Cities Annual Mtg (5)			3,000			3,000		
League of CA Cities-Riverside County Division (6)			1,200			1,200		
Mobility 21 (1)			500			500		
CV Economic Summit (1 Table)			800			800		
CVAG General Assembly (5)			250			250		
101.11.01.05551.000 Community Presentations	1,185	1,500		1,500	0.0%		1,500	0.0%
101.11.01.05590.000 Miscellaneous Charges	34,713	52,250		70,700	35.3%		70,700	0.0%
City Council Strategic Planning			12,000			12,000		
Study Sessions (6)			10,000			10,000		
City Manager Evaluation			7,500			7,500		
Committee/Commissioner Annual Event			10,500			10,500		
Indian Wells Chartable Events			6,000			6,000		
State of the City			18,800			18,800		
Senior Inspiration Awards (2 Tables)			3,000			3,000		
Cove Commission Annual Luncheon (Every 3rd year)*			0			0		
Jocelyn Center Annual Luncheon (1 Table)			1,000			1,000		
PDACC Peace Officer's Annual Luncheon (1 Table)			700			700		
GCVCC Mayor's Luncheon (1 Table)			700			700		
Swearing in Ceremony			500			500		
101.11.01.05552.000 Special Events \$2,500 per Council Member		12,500		12,500	0.0%		12,500	0.0%
101.11.01.05610.000 Office Expense	3,195	7,500		7,500	0.0%		7,500	0.0%
<b>TOTAL GENERAL FUND</b>	<b>144,774</b>	<b>197,841</b>		<b>214,490</b>	<b>8.4%</b>		<b>217,038</b>	<b>1.2%</b>
<b>Total City Council Program</b>	<b>144,774</b>	<b>197,841</b>		<b>214,490</b>	<b>8.4%</b>		<b>217,038</b>	<b>1.2%</b>

\*Hosted by City of Indian Wells every 3rd year; hosted FY 18-19.



**INDIAN WELLS**  
CALIFORNIA



**City Manager  
Program**

## City Manager Program

The City Manager is the chief executive officer of the City and heads the City Manager Program. The Program encompasses responsibility for planning, organizing, and directing all municipal activities; works to develop all personnel; continually evaluates the organizational structure of the City; implements programs to improve the community; facilitates City contracting; and directs employee relations. The City Manager's Office makes recommendations to the City Council on program alternatives and implements programs adopted by the Council. The City Manager's Office is responsible for facilitating strategic planning sessions, staff report development, and implementing the goals and programs adopted by the City Council. The City Manager's Office also tracks lobbying activities with the California Legislature and the Governor, preparing position letters as needed.

## Initiatives

- Implement City Council goals
- Improve management of the IWGR
- Continue to implement initiatives geared towards Staff development
- Actively lobby state bills effecting the City
- Prepare position letters to the Legislature and Governor

## Program Staffing Allocation

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
City Manager	0.50	0.50	0.50	0.50
Assistant to the City Manager	0.30	0.30	0.00	0.00
Deputy City Manager	0.00	0.00	0.20	0.20
Senior Executive Assistant	0.90	0.90	0.80	0.80
Senior Executive Assistant	0.75	0.75	0.60	0.60
City Clerk	0.30	0.30	0.30	0.30
<b>Total Full Time Equivalents</b>	<b>2.75</b>	<b>2.75</b>	<b>2.40</b>	<b>2.40</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
City Manager Roundtables	4	6	6	6
<b>City Council Agenda</b>				
City Council Regular Meetings	10	12	12	12
Public Hearing Items	12	15	15	15
Consent Calendar Items	143	50	50	50
General Business Items	57	50	50	50
Closed Session Items	10	15	15	15
City Council Special Meetings	12	18	18	18
<b>Housing Authority Agenda</b>				
Regular Meetings	3	4	4	4
Consent Calendar Items	17	15	15	15
General Business Items	9	10	10	10
Closed Session Items	3	6	6	6
Special Meetings	2	6	6	6
<b>CA Legislation Tracked</b>	106	100	100	100
Support/Opposition Letters Sent	9	20	20	20

## Program Budget

Account Number		FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>									
101.21.01.05110.000	Regular Employees (2.40 FTE)	353,892	343,082		317,097	-7.6%		324,930	2.5%
101.21.01.05210.000	Retirement - Employee	93	0		0	0.0%		0	0.0%
101.21.01.05211.000	Retirement - Employer	41,206	52,927		44,010	-16.8%		47,865	8.8%
101.21.01.05220.000	FICA & Medicare	23,382	22,528		20,627	-8.4%		21,157	2.6%
101.21.01.05230.000	Group Insurance	40,769	47,823		42,772	-10.6%		46,218	8.1%
101.21.01.05240.000	OPEB Benefit	64,006	65,288		79,274	21.4%		81,233	2.5%
101.21.01.05251.000	Retirement 401A	8,160	19,827		19,177	-3.3%		19,373	1.0%
101.21.01.05260.000	Vehicle/Cell Allowance	4,416	4,354		5,540	27.2%		5,540	0.0%
101.21.01.05261.000	Employee FICA Benefit	16,895	17,553		16,029	-8.7%		16,445	2.6%
<b>Total Salary and Benefits</b>		<b>552,820</b>	<b>573,382</b>		<b>544,526</b>	<b>-5.0%</b>		<b>562,761</b>	<b>3.3%</b>
101.21.01.05310.000	Professional Services	36,000	52,000		56,000	7.7%		56,000	0.0%
	Joe A Gonsalves & Son Lobbyist Services			36,000			36,000		
	Other Professional Services			20,000			20,000		
101.21.01.05530.000	Postage	63	200		200	0.0%		200	0.0%
101.21.01.05550.000	Professional Development	40,776	52,900		33,900	-35.9%		33,900	0.0%
	ICMA - Annual Conference (3)			6,000			6,000		
	League of CA Cities - Annual Conference			2,500			2,500		
	CA City Mgmt Foundation - Quarterly Board Meetings (4)			4,500			4,500		
	League of CA Cities-Mayors/Council Leadership & Exec Forum			1,500			1,500		
	League of CA Cities - City Manager (2)			4,500			4,500		
	CA Contract Cities Assoc Annual Conference			600			600		
	League of CA Cities - Riverside County Division Meetings (6)			300			300		
	Executive Mgmt Strategic Planning			3,500			3,500		
	CM Office Strategic Planning			1,500			1,500		
	Miscellaneous			5,000			5,000		
	MMASC (2) (4 Events)			4,000			4,000		
101.21.01.05570.000	Membership & Dues	3,960	8,550		9,550	11.7%		9,550	0.0%
	ICMA (3)			6,000			6,000		
	CCMF (2)			1,600			1,600		
	Indian Wells Rotary (1)			350			350		
	IAAP (1)			300			300		
	MMASC (3)			300			300		
	Other Memberships & Dues			1,000			1,000		
101.21.01.05590.000	Miscellaneous Charges	654	4,500		5,000	11.1%		5,000	0.0%
101.21.01.05610.000	Office Expense	510	4,000		4,000	0.0%		4,000	0.0%
101.21.01.05620.000	Reference Materials	38	600		200	-66.7%		200	0.0%
	Other Training Books			200			200		
101.21.01.05916.000	Indirect Costs	15,739	17,937		15,017	-16.3%		15,288	1.8%
<b>TOTAL GENERAL FUND</b>		<b>650,558</b>	<b>714,069</b>		<b>668,393</b>	<b>-6.4%</b>		<b>686,899</b>	<b>2.8%</b>
<b>Total City Manager Program</b>		<b>650,558</b>	<b>714,069</b>		<b>668,393</b>	<b>-6.4%</b>		<b>686,899</b>	<b>2.8%</b>



**INDIAN WELLS**  
CALIFORNIA



**Legal Services  
Program**

## Legal Services Program

Legal services are provided through the City Manager’s Department under contract with Best Best & Krieger. As City Attorney, Jeff Ballinger 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, and other legal documents, and represents the City in litigation, as needed.

The City Attorney assists in legislative matters for the City including research, review, and preparation of proposed ordinances, resolutions, policies, and other documents. 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.

Legal Services for code enforcement are included in the Code Enforcement Program. Legal Services for personnel issues are included in the Human Resources Program. Separately, Best Best & Krieger serves as Counsel to the Indian Wells Housing Authority.

## Initiatives

- Assist the Housing Authority and Community Development program on property and entitlement actions

## Program Staffing Allocations

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
City Clerk	0.10	0.10	0.10	0.10
Senior Executive Assistant	0.10	0.10	0.10	0.10
<b>Total Full Time Equivalents</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.31.01.05110.000 Regular Employees (0.20 FTE)	19,840	20,850		21,218	1.8%		21,741	2.5%
101.31.01.05210.000 Retirement - Employee	4	0		0	0.0%		0	0.0%
101.31.01.05211.000 Retirement - Employer	2,214	3,104		2,311	-25.5%		2,521	9.1%
101.31.01.05220.000 FICA	1,623	1,595		1,623	1.8%		1,663	2.5%
101.31.01.05230.000 Group Insurance	3,619	4,309		4,479	3.9%		4,843	8.1%
101.31.01.05240.000 OPEB Benefit	4,655	4,748		5,305	11.7%		5,435	2.5%
101.31.01.05251.000 Retirement 401A	488	521		530	1.7%		544	2.6%
101.31.01.05260.000 Vehicle/Cell Allowance	124	114		374	100.0%		374	0.0%
101.31.01.05261.000 Employee FICA Benefit	1,239	1,293		1,316	1.8%		1,348	2.4%
<b>Total Salary and Benefits</b>	<b>33,808</b>	<b>36,534</b>		<b>37,156</b>	<b>1.7%</b>		<b>38,469</b>	<b>3.5%</b>
101.31.01.05310.000 Professional Services Attorney Services (General Retainer) Cislo & Thomas	262,341	272,058	268,000 25,000	293,000	7.7%	274,700 25,000	299,700	2.3%
101.31.01.05916.000 Indirect Costs	1,145	1,304		1,251	-4.0%		1,274	1.8%
<b>TOTAL GENERAL FUND</b>	<b>297,293</b>	<b>309,896</b>		<b>331,407</b>	<b>6.9%</b>		<b>339,443</b>	<b>2.4%</b>
<b>Total Legal Services Program</b>	<b>297,293</b>	<b>309,896</b>		<b>331,407</b>	<b>6.9%</b>		<b>339,443</b>	<b>2.4%</b>



**INDIAN WELLS**  
CALIFORNIA



**City Clerk  
Program**

## City Clerk Program

The City Clerk's Office 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. Under the purview of the City Manager's Department, the City Clerk's Office is responsible for maintaining the City Municipal Code; contract processing; 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 administrating the annual resident member appointments to various committees.

## Initiatives

- Integrate city records into a new document management software solution
- Transition critical records into archive quality storage

## Program Staffing Allocations

	FY2017/18	FY2018/19	FY2019/20	FY2020/21
<b>Full Time Equivalents</b>				
City Clerk	0.45	0.45	0.45	0.45
Office Assistant	0.95	0.95	0.95	0.95
<b>Total Full Time Equivalents</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
Resolutions	41	45	45	45
Ordinances	11	10	10	10
Housing Resolutions	0	2	2	2
Contracts Processed	104	90	90	90
FPPC Filings	61	65	65	65
Public Records Requests	73	60	60	60
Legal Notices	22	20	20	20
Application-Committee Vacancy	20	30	30	30
<b>Elections</b>	0	1	1	1
# of Council Candidates	0	2	2	5
# of Ballot Measures	0	1	1	1
# of FPPC Campaign Filings	12	40	20	40

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.27.01.05110.000 Regular Employees (1.40 FTE)	113,678	116,140		119,527	2.9%		122,460	2.5%
101.27.01.05210.000 Retirement - Employee	39	0		0	0.0%		0	0.0%
101.27.01.05211.000 Retirement - Employer	13,741	17,735		16,420	-7.4%		17,857	8.8%
101.27.01.05220.000 FICA	9,288	8,885		9,144	2.9%		9,368	2.4%
101.27.01.05230.000 Group Insurance	36,481	40,690		42,684	4.9%		46,229	8.3%
101.27.01.05240.000 OPEB Benefit	32,585	33,237		29,882	-10.1%		30,615	2.5%
101.27.01.05251.000 Retirement 401A	2,787	2,904		2,988	2.9%		3,062	2.5%
101.27.01.05260.000 Vehicle/Cell Allowance	560	513		1,683	228.1%		1,683	0.0%
101.27.01.05261.000 Employee FICA Benefit	7,088	7,201		7,411	2.9%		7,593	2.5%
<b>Total Salary and Benefits</b>	<b>216,247</b>	<b>227,305</b>		<b>229,739</b>	<b>1.1%</b>		<b>238,867</b>	<b>4.0%</b>
101.27.01.05310.000 Professional Services Agenda & Video Annual Maintenance	11,112	11,000	11,000	11,000	0.0%	11,000	11,000	0.0%
101.27.01.05330.000 Other Contracted Services Temp Services for Records/Receptionist Codification Records Destruction Digital Contract Processing Scanning Services	12,279	20,800	12,300 3,500 3,000 3,000 25,000	46,800	125.0%	12,300 3,500 3,000 3,000 25,000	46,800	0.0%
101.27.01.05510.000 Legal Publications & Recording	5,771	8,000		8,000	0.0%		8,000	0.0%
101.27.01.05530.000 Postage & Delivery	87	100		200	100.0%		200	0.0%
101.27.01.05550.000 Professional Development CA Clerk Association (2) Educational Reimbursements (1) Misc Training (2) League of CA Cities - Legislative Action Day (5) CCCA Legislative Tours (3) IIMC (2) MMASC (1) League Riverside Division (1) League Annual (1)	12,300	22,510	2,500 2,000 1,500 6,000 3,600 4,500 2,000 1,000 1,000	24,100	7.1%	2,500 0 1,500 6,000 3,600 4,500 2,000 1,000 1,000	22,100	-8.3%
101.27.01.05570.000 Membership & Dues CA Clerk Association (3) IIMC (3) ICMA (1) Notary (1) MMASC (1)	694	1,200	180 375 150 120 100	925	-22.9%	180 375 150 120 100	925	0.0%
101.27.01.05591.000 Elections	509	11,500		6,000	-47.8%		13,000	116.7%
101.27.01.05610.000 Office Expense	1,075	3,000		10,000	233.3%		10,000	0.0%
101.27.01.05916.000 Indirect Costs	8,025	9,131		8,760	-4.1%		8,918	1.8%
<b>TOTAL GENERAL FUND</b>	<b>268,097</b>	<b>305,415</b>		<b>345,524</b>	<b>13.1%</b>		<b>359,810</b>	<b>4.1%</b>
<b>Total City Clerk Program</b>	<b>268,097</b>	<b>305,415</b>		<b>345,524</b>	<b>13.1%</b>		<b>359,810</b>	<b>4.1%</b>



**Human Resources  
Program**

## Human Resources Program

The Human Resource Program supports a work environment that fosters staff development, creative problem solving and collaboration. The program is an administrative service function of the City Manager’s Department responsible for four components:

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.

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.

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.

Labor Relations; this includes MOU negotiations with the City of Indian Wells Employees Association, handling labor disputes or grievances, and maintaining strong lines of communications with the Association’s Officers.

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

## Initiatives

- Build on the work of the City’s Training Development Team – a cross departmental team focused on organizing city-wide staff training and development opportunities.
- Bring regional training opportunities and stay abreast of regional labor negotiations, compensation packages offered, and employment trends.
- Develop strategies to lower long-term employee costs while maintaining a strong compensation package to ensure employee retention and attraction of talent.

## Program Staffing Allocations

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Assistant to the City Manager	0.30	0.30	0.00	0.00
Deputy City Manager	0.00	0.00	0.15	0.15
Senior Executive Assistant	0.25	0.25	0.30	0.30
<b>Total Full Time Equivalents</b>	<b>0.55</b>	<b>0.55</b>	<b>0.45</b>	<b>0.45</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
Recruitments	2	6	3	3
Labor Negotiations	0	1	0	1
Personnel Rule Updates	3	0	2	2
Internal Staff Training	6	6	6	6
Regional Training	8	8	5	5

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.25.01.05110.000 Regular Employees (0.45 FTE)	60,204	71,482		51,478	-28.0%		52,748	2.5%
101.25.01.05120.000 Part Time Employees (0.50 FTE)	9,131	12,000		12,000	0.0%		12,000	0.0%
101.25.01.05210.000 Retirement - Employee	21	0		0	0.0%		0	0.0%
101.25.01.05211.000 Retirement - Employer	7,304	9,147		7,146	-21.9%		7,772	8.8%
101.25.01.05220.000 FICA	5,623	5,468		4,856	-11.2%		4,953	2.0%
101.25.01.05230.000 Group Insurance	9,131	10,509		6,714	-36.1%		7,241	7.8%
101.25.01.05240.000 OPEB Benefit	12,801	13,058		12,870	-1.4%		13,187	2.5%
101.25.01.05251.000 Retirement 401A	1,483	1,487		1,287	-13.4%		1,319	2.5%
101.25.01.05260.000 Vehicle/Cell Allowance	373	342		561	64.0%		561	0.0%
101.25.01.05261.000 Employee FICA Benefit	3,758	3,688		3,192	-13.4%		3,270	2.4%
<b>Total Salary and Benefits</b>	<b>109,829</b>	<b>127,181</b>		<b>100,104</b>	<b>-21.3%</b>		<b>103,051</b>	<b>2.9%</b>
101.25.01.05310.000 Professional Services	18,513	86,500		46,500	-46.2%		46,500	0.0%
Legal Services			40,000			40,000		
Employee Assistance Program			3,500			3,500		
Backgrounds, physicals			3,000			3,000		
101.25.01.05510.000 Recruitment	4,276	3,500		8,500	142.9%		8,500	0.0%
101.25.01.05550.000 Professional Development	17,187	24,000		20,500	-14.6%		20,500	0.0%
CalPELRA Conference (1)			2,500			2,500		
Liebert Cassidy Whitmore Conference (1)			2,000			2,000		
CalPERS Education Forum (1)			5,000			5,000		
Citywide Staff Training			11,000			11,000		
101.25.01.05570.000 Membership & Dues	1,237	6,300		6,800	7.9%		7,300	7.4%
Liebert, Cassidy Whitmore Consortium (1)			5,500			6,000		
CalPELRA (1)			600			600		
CalChamber (1)			700			700		
101.25.01.05590.000 Miscellaneous	13,912	15,250		13,400	-12.1%		13,400	0.0%
Employee Appreciation Dinner & Awards			8,000			8,000		
Birthday Event (12)			3,000			3,000		
Employee Luncheons/BBQ (4)			1,500			1,500		
City Manager Round Table (4)			500			500		
New Fiscal Year Luncheon			400			400		
101.25.01.05610.000 Office Expense	377	500		500	0.0%		500	0.0%
101.25.01.05916.000 Indirect Costs	3,148	3,587		2,816	-21.5%		2,866	1.8%
<b>TOTAL GENERAL FUND</b>	<b>168,478</b>	<b>266,818</b>		<b>199,120</b>	<b>-25.4%</b>		<b>202,617</b>	<b>1.8%</b>
<b>Total Human Resources Program</b>	<b>168,478</b>	<b>266,818</b>		<b>199,120</b>	<b>-25.4%</b>		<b>202,617</b>	<b>1.8%</b>



**Community Services  
Program**

## Community Services Program

The Community Services program is responsible for public information and the brand position of the City of Indian Wells under the guidance of the Community Services Department. Included in Community Services is the facilitation of city communications, city mailings, Indian Wells Television (IWTV), public relations, media relations, interviews, City Council public appearances or speeches, and implementing the City's Communication Plan. In addition, the Community Services Program oversees the management of the City website, designing and executing all edits through a contract with a Content Management System (CMS) which allows for edits to be made internally. All databases are maintained in this manner and all E-Blasts and sent out internally from this system.

### Initiatives

- Implement new website with new backend Content Management System (CMS)
- Continue to enhance Special Communication Programs (i.e. social media)
- Continue to implement staff training geared toward enhanced public communication and engagement
- Manage communication contracts to ensure quality service delivery

### Program Staffing Allocation

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Community Services Director	0.25	0.25	0.00	0.00
Deputy City Manager	0.00	0.00	0.05	0.05
Management Analyst	0.35	0.35	0.50	0.50
<b>Total Full Time Equivalents</b>	<b>0.60</b>	<b>0.60</b>	<b>0.55</b>	<b>0.55</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
Resident E-mail Database	7,250	6,800	6,900	6,950
"Contact Us" Communication	150	200	200	200
Press Releases/E-Blasts to Media	25	35	25	25
Media Interview Requets	65	45	45	45
<b>City Communication</b>				
Newsletters	3	4	4	4
Mailers	N/A	2	2	2
E-Blasts	165	150	150	150
Average Open Rate %*	0	39	42	45
Surveys	2	1	1	1
Resident Facebook Likes*	0	250	400	1,000
Nixel	1,100	1,266	1,300	1,400
City following on NextDoor	450	1,329	1,500	2,000

\* Data was not available prior to FY2019/20

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.27.02.05110.000 Regular Employees (0.55 FTE)	67,253	80,027		57,165	-28.6%		58,573	2.5%
101.27.02.05210.000 Retirement - Employee	27	0		0			0	
101.27.02.05211.000 Retirement - Employer	7,645	12,014		7,851	-34.7%		8,541	8.8%
101.27.02.05220.000 FICA	4,605	5,325		4,373	-17.9%		4,481	2.5%
101.27.02.05230.000 Group Insurance	14,577	19,863		18,235	-8.2%		19,753	8.3%
101.27.02.05240.000 OPEB Benefit	13,965	14,245		14,291	0.3%		14,643	2.5%
101.27.02.05251.000 Retirement 401A	1,658	2,001		1,429	-28.6%		1,464	2.4%
101.27.02.05260.000 Vehicle/Cell Allowance	920	1,208		577	-52.2%		577	0.0%
101.27.02.05261.000 Employee FICA Benefit	3,363	4,165		3,544	-14.9%		3,632	2.5%
<b>Total Salary and Benefits</b>	<b>114,013</b>	<b>138,848</b>		<b>107,465</b>	<b>-22.6%</b>		<b>111,664</b>	<b>3.9%</b>
101.27.02.05310.000 Community Engagement Public Relations & Creative Design Website Visuals Photography	68,504	122,500	124,600 10,850 4,000 7,000	146,450	19.6%	129,000 11,450 4,000 7,000	151,450	3.4%
101.27.02.05510.048 Advertising & Promotions Palm Springs Life Annual City Issue City Advertising	6,358	13,995	4,000 10,000	14,000	0.0%	4,000 14,650	18,650	33.2%
101.27.02.05530.000 Postage & Delivery	0	0		20,000	100.0%		20,600	3.0%
101.27.02.05540.000 Printing	231	0		0	0.0%		0	0.0%
101.27.02.05545.000 City Communications	3,611	0		0	0.0%		0	0.0%
101.27.02.05550.000 Professional Development	2,121	3,500		5,000	42.9%		5,000	0.0%
101.27.02.05610.000 Office Expense	719	3,000		3,000	0.0%		3,000	0.0%
101.27.02.05630.000 Operating Materials	12	0		0	0.0%		0	0.0%
101.27.02.05916.000 Indirect Costs	3,434	3,913		3,441	-12.1%		3,503	1.8%
<b>TOTAL GENERAL FUND</b>	<b>199,003</b>	<b>285,756</b>		<b>299,356</b>	<b>4.8%</b>		<b>313,867</b>	<b>4.8%</b>
<b>Total Community Services Program</b>	<b>199,003</b>	<b>285,756</b>		<b>299,356</b>	<b>4.8%</b>		<b>313,867</b>	<b>4.8%</b>



**INDIAN WELLS**  
CALIFORNIA



**Resident Amenities  
Program**

## Resident Amenities Program

The Resident Amenities Program provides residents opportunities to participate in community activities and events to engage the residents and build civic pride. The City programs include social and celebratory events such as Veterans and Memorial Day, Wildlights and Desert Town Hall. The Community Services Department oversees a committee of five (5) residents and one (1) City Council member. This committee creates events and outings to engage a wide variety of residents with the goal to bond the community together.

## Initiatives

- Continue to empower the Community Activities Committee with authority to design and enhance budgeted resident event experiences
- Research a variety of activities and educational outings in the Desert and Southern California
- Work with IWGR to bring more “entertainment and recreation” that the community can participate in (e.g. golf cart drive-in movies, putting events, etc.)
- Look to committee to initiate other cost-neutral events and experiences
- Conduct annual resident surveys

## Program Staffing Allocation

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Community Services Director	0.25	0.25	0.00	0.00
Deputy City Manager	0.00	0.00	0.05	0.05
Management Analyst	0.35	0.35	0.30	0.30
<b>Total Full Time Equivalents</b>	<b>0.60</b>	<b>0.60</b>	<b>0.35</b>	<b>0.35</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
Wildlights Ticket Distribution	494	0	0	0
Sponsorships Executed	11	11	11	11
Tennis Ticket Distribution	5,028	5,028	5,028	5,028
DTH Ticket Distribution	104	104	104	104
Arts Festival Ticket Distribution	500	500	500	500
<b>City Events</b>				
Number of Resident Events	15	16	16	16
Total Attendance	1,700	1,750	1,800	1,900
<b>Shred Events</b>				
Number of Residents	250	250	250	250
Amount in tons	4.5	7.2	7.5	7.8

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.27.03.05110.000 Regular Employees (0.35 FTE)	67,253	80,027		37,375	-53.3%		38,296	2.5%
101.27.03.05210.000 Retirement - Employee	27	0		0	0.0%		0	0.0%
101.27.03.05211.000 Retirement - Employer	7,645	12,014		5,135	-57.3%		5,586	8.8%
101.27.03.05220.000 FICA	4,606	5,325		2,859	-46.3%		2,930	2.5%
101.27.03.05230.000 Group Insurance	14,578	19,863		11,428	-42.5%		12,378	8.3%
101.27.03.05240.000 OPEB Benefit	13,965	14,245		9,344	-34.4%		9,574	2.5%
101.27.03.05251.000 Retirement 401A	1,658	2,001		934	-53.3%		957	2.5%
101.27.03.05260.000 Vehicle/Cell Allowance	920	1,208		421	-65.1%		421	0.0%
101.27.03.05261.000 Employee FICA Benefit	3,363	4,165		2,317	-44.4%		2,374	2.5%
<b>Total Salary and Benefits</b>	<b>114,015</b>	<b>138,848</b>		<b>69,813</b>	<b>-49.7%</b>		<b>72,516</b>	<b>3.9%</b>
101.27.03.05330.000 Other Contracted Services	10,242	10,000		15,000	50.0%		15,000	0.0%
101.27.03.05511.000 Resident Amenities	782,630	842,500		1,791,836	112.7%		1,851,331	3.3%
IWGR Food & Beverage Resident Discount			79,496			81,881		
IWGR Merchandise Resident Discount			21,693			22,344		
IWGR Golf Discount			1,548,647			1,595,106		
Veterans/Memorial Day Ceremonies			22,000			22,000		
Resident F&B Tennis Suite			10,000			10,000		
Event Programs			110,000			120,000		
101.27.03.05512.000 Sponsorships	312,862	219,241		305,172	39.2%		305,172	0.0%
Desert Forum / Desert Town Hall			37,400			37,400		
Joslyn Senior Center in Palm Desert			23,772			23,772		
Indian Wells Art Festival			10,000			10,000		
Riverside County Date Festival			5,000			5,000		
Senior Inspiration Award Sponsorship			3,000			3,000		
Restaurant Week			3,500			3,500		
IRONMAN 70.3			75,000			75,000		
Pro-Am Invitational			20,000			20,000		
CVEP			10,000			10,000		
Joslyn Senior Center ADA Improvements			10,000			10,000		
Annual Modernism Week Sponsorship			5,000			5,000		
City of Palm Desert - 4th of July			2,500			2,500		
Pickleball			100,000			100,000		
101.27.03.05530.000 Postage & Delivery	130	0		0	0.0%		0	0.0%
101.27.03.05916.000 Indirect Costs	3,434	3,913		2,190	-44.0%		2,229	1.8%
<b>TOTAL GENERAL FUND</b>	<b>1,223,313</b>	<b>1,214,502</b>		<b>2,184,011</b>	<b>79.8%</b>		<b>2,246,249</b>	<b>2.8%</b>
<b>Total Resident Amenities Program</b>	<b>1,223,313</b>	<b>1,214,502</b>		<b>2,184,011</b>	<b>79.8%</b>		<b>2,246,249</b>	<b>2.8%</b>



**Community Assistance  
Program**

## Community Assistance Program

The Community Assistance Program encompasses the City's Grants-in-Aids program. The budget is determined annually and approved during the budget process. The City Manager's Department manages this Program along with the application process and all applicants. The Program also oversees the 5-person resident committee, which includes one (1) non-voting City Council member. The committee conducts a rigorous analysis of each application and makes recommendations to City Council for funding those applicants.

### Initiatives

- Implement new online application process
- Conduct site-visits for applications which receive funding

### Program Staffing Allocation

	FY2017/18	FY2018/19	FY2019/20	FY2020/21
<b>Full Time Equivalents</b>				
Community Services Director	0.10	0.10	0.00	0.00
Deputy City Manager	0.00	0.00	0.10	0.10
Sr. Executive Assistant	0.00	0.00	0.10	0.10
<b>Total Full Time Equivalents</b>	<b>0.10</b>	<b>0.10</b>	<b>0.20</b>	<b>0.20</b>

### Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
<b>Grant Requests</b>				
Applications	29	33	35	35
Organizations Funded	17	18	20	20

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.27.07.05110.000	Regular Employees (0.20 FTE)	12,819	17,885	24,850	38.9%		25,463	2.5%
101.27.07.05210.000	Retirement - Employee	6	0	0	0.0%		0	0.0%
101.27.07.05211.000	Retirement - Employer	1,439	2,650	3,415	28.9%		3,715	8.8%
101.27.07.05220.000	FICA	689	1,049	1,901	81.2%		1,948	2.5%
101.27.07.05230.000	Group Insurance	2,065	3,329	3,456	3.8%		3,729	7.9%
101.27.07.05240.000	OPEB Benefit	2,328	2,374	6,212	161.7%		6,366	2.5%
101.27.07.05251.000	Retirement 401A	317	447	621	38.9%		637	2.6%
101.27.07.05260.000	Vehicle/Cell Allowance	259	374	374	0.0%		374	0.0%
101.27.07.05261.000	Employee FICA Benefit	465	790	1,541	95.1%		1,579	2.5%
<b>Total Salary and Benefits</b>		<b>20,386</b>	<b>28,898</b>	<b>42,370</b>	<b>46.6%</b>		<b>43,811</b>	<b>3.4%</b>
101.27.07.05920.000	Community Assistance Program	188,000	195,272	188,000	-3.7%		188,000	0.0%
	Grants in Aid			160,000		160,000		
	Gerald Ford School			10,000		10,000		
	Alan Seman's Buss Pass Program			3,000		3,000		
	Indian Wells Chamber of Commerce			15,000		15,000		
101.27.07.05916.000	Indirect Costs	572	652	1,251	91.9%		1,274	1.8%
<b>TOTAL GENERAL FUND</b>		<b>208,958</b>	<b>224,822</b>	<b>231,621</b>	<b>3.0%</b>		<b>233,085</b>	<b>0.6%</b>
<b>Total Community Assistance Program</b>		<b>208,958</b>	<b>224,822</b>	<b>231,621</b>	<b>3.0%</b>		<b>233,085</b>	<b>0.6%</b>



**INDIAN WELLS**  
CALIFORNIA



**Tourism  
Program**

## Tourism Program

The Tourism Program strategically supports the resort partners to influence growth in TOT by providing a strong brand platform, creating tourism (and group) demand for the product, building brand awareness and strategically leveraging Indian Wells. The City works closely with the resort partners to develop and execute brand and marketing strategies to influence both group and leisure markets, collaborate with the Convention and Visitor Bureau (CVB), and the Indian Wells Tennis Garden. The Tourism program is managed by the City Manager Department with the guidance of the Marketing Committee which consists of General Managers, Directors of Sales and two City Council members.

## Initiatives

- Manage new CVB contract to take the Tourism brand to the next level using and expanding the platform to gain brand exposure and awareness that impacts TOT growth both in leisure and group business
- Hold a large FAM (familiarization) based meeting planner event to visit Indian Wells using all resources to garner new business, as well as build the database of meeting planners

## Program Staffing Allocation

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Community Services Director	0.35	0.35	0.00	0.00
Deputy City Manager	0.00	0.00	0.10	0.10
Management Analyst	0.30	0.30	0.20	0.20
<b>Total Full Time Equivalents</b>	<b>0.65</b>	<b>0.65</b>	<b>0.30</b>	<b>0.30</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
Group E-mail Database	1,208	1,300	1,300	1,300
Consumer/Tourism Database	239,563	230,000	230,000	230,000
<b>Social Media</b>				
Facebook Likes	10,800	11,000	11,500	12,000
Facebook Average Views	6,500	7,000	7,500	8,000
Twitter Followers	5,038	5,500	5,600	5,700
YouTube videos posted	66	71	75	80
Instagram followers	247	350	550	1,000
<b>Hotel Leads</b>				
Through website	35,000	35,000	35,000	35,000
RFP submissions group bookings	16	35	40	50
City Incentives	0	35	35	35
Room nights closed	5,544	7,000	10,000	12,000
Return on Investment (ROI)	\$ 150,000	\$ 150,000	\$ 175,000	\$ 200,000

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.27.09.05110.000 Regular Employees (0.30 FTE)	75,043	92,866		35,170	-62.1%		36,038	2.5%
101.27.09.05210.000 Retirement - Employee	31	0		0	0.0%		0	0.0%
101.27.09.05211.000 Retirement - Employer	8,506	13,894		4,839	-65.2%		5,264	8.8%
101.27.09.05220.000 FICA	4,883	5,988		2,691	-55.1%		2,757	2.5%
101.27.09.05230.000 Group Insurance	15,169	21,543		9,238	-57.1%		10,002	8.3%
101.27.09.05240.000 OPEB Benefit	15,129	15,432		8,793	-43.0%		9,009	2.5%
101.27.09.05251.000 Retirement 401A	1,850	2,322		879	-62.1%		901	2.5%
101.27.09.05260.000 Vehicle/Cell Allowance	1,140	1,543		530	-65.7%		530	0.0%
101.27.09.05261.000 Employee FICA Benefit	3,513	4,642		2,181	-53.0%		2,234	2.4%
<b>Total Salary and Benefits</b>	<b>125,264</b>	<b>158,230</b>		<b>64,321</b>	<b>-59.3%</b>		<b>66,735</b>	<b>3.8%</b>
101.27.09.05310.000 Professional Services	34,539	78,500		183,500	133.8%		183,500	0.0%
CVB			180,000			180,000		
Annual Hospitality Awards			3,500			3,500		
101.27.09.05510.000 Consumer Marketing	161,097	140,000		145,500	3.9%		145,500	0.0%
Marketing (Media, CVENT, Print, Online)			35,000			35,000		
CVENT Marketing			20,000			20,000		
Tennis Marketing			35,000			35,000		
Co-Marketing Programs (CVB, Others)			55,500			55,500		
101.27.09.05520.000 Group Incentive	290,922	241,000		234,500	-2.7%		234,500	0.0%
Familiarization Tour to Indian Wells			50,000			50,000		
Familiarization Tour Tennis			35,000			35,000		
Restaurant Week			3,500			3,500		
Riverside Lake Cahuilla			16,000			16,000		
Events			80,000			80,000		
Group Close Incentive			50,000			50,000		
101.27.09.05530.000 Postage & Delivery	0	7,944		8,000	0.7%		8,000	0.0%
101.27.09.05540.000 Printing	0	15,000		15,000	0.0%		15,000	0.0%
101.27.09.05550.000 Professional Development	3,780	13,560		15,000	10.6%		15,000	0.0%
101.27.09.05925.000 CVB Contributions	238,470	242,052		245,000	1.2%		252,600	3.1%
PSDRCVB (.014 of gross hotel sales/25%)			245,000			252,600		
101.27.09.05916.000 Indirect Costs	3,720	4,240		1,877	-55.7%		1,911	1.8%
<b>TOTAL GENERAL FUND</b>	<b>857,792</b>	<b>900,526</b>		<b>912,698</b>	<b>1.4%</b>		<b>922,746</b>	<b>1.1%</b>
<b>Total Tourism Program</b>	<b>857,792</b>	<b>900,526</b>		<b>912,698</b>	<b>1.4%</b>		<b>922,746</b>	<b>1.1%</b>



**INDIAN WELLS**  
CALIFORNIA



**Community Development  
Program**

## Community Development Administration Program

The Community Development Administration Program plans, organizes, manages, and provides administrative direction for the Community Development Department, which includes all activities related to the Building, Planning, Code Enforcement, and Housing Authority programs. The primary function of the Community Development Department is to provide support and guidance to the City Council and community on policies and plans that guide the physical development of the community. The Administration Program also oversees a variety of citywide administrative activities and special projects for the City Manager and City Council, including Economic Development functions.

### Initiatives

- Work with private property owners to advance development opportunities that benefit the City's long-term financial picture
- Work to improve occupancy rates with hotel partners

### Program Staffing Allocation

	FY2017/18	FY2018/19	FY2019/20	FY2020/21
<b>Full Time Equivalents</b>				
Community Development Director	0.40	0.40	0.40	0.40
Administrative Assistant	0.10	0.10	0.10	0.10
Administrative Assistant	0.40	0.40	0.40	0.40
<b>Total Full Time Equivalents</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>

### Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
<b>Economic Development Outreach</b>				
Business Calls	120	95	95	95
Business Development Mtgs	60	40	40	40
<b>Business Visits</b>				
Small Business Visits	12	10	10	10

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.41.01.05110.000 Regular Employees (0.90 FTE)	104,460	122,813		107,044	-12.8%		109,685	2.5%
101.41.01.05210.000 Retirement - Employee	36	0		0	0.0%		0	0.0%
101.41.01.05211.000 Retirement - Employer	12,468	18,841		14,730	-21.8%		16,024	8.8%
101.41.01.05220.000 FICA	7,560	7,802		7,255	-7.0%		7,451	2.7%
101.41.01.05230.000 Group Insurance	22,168	26,526		24,388	-8.1%		24,429	0.2%
101.41.01.05240.000 OPEB Benefit	18,620	18,993		26,761	40.9%		27,421	2.5%
101.41.01.05251.000 Retirement 401A	2,576	3,070		2,676	-12.8%		2,742	2.5%
101.41.01.05260.000 Vehicle/Cell Allowance	1,496	2,618		1,496	-42.9%		1,496	0.0%
101.41.01.05261.000 Employee FICA Benefit	5,601	6,021		5,703	-5.3%		5,861	2.8%
<b>Total Salary and Benefits</b>	<b>174,985</b>	<b>206,684</b>		<b>190,053</b>	<b>-8.0%</b>		<b>195,109</b>	<b>2.7%</b>
101.41.01.05310.000 Professional Services Economic Development Consultants	42,368	25,000	25,000	25,000	0.0%	25,000	25,000	0.0%
101.41.01.05550.000 Professional Development Planning Commission Academy (5) CalEd Conference (1) CCAC Annual (1) ICSC Annual Conference (5) ICMA Annual Conference (1) MMASC Annual Conference (1) Dept. Strategic Planning (7)	8,894	12,450	5,000 1,350 1,750 10,000 2,250 600 1,500	22,450	80.3%	5,000 1,350 1,750 10,000 2,250 600 1,500	22,450	0.0%
101.41.01.05570.000 Membership & Dues CalED (1) ICSC (1) ICMA (1) MMASC (1) CCMF (1)	1,465	1,575	350 500 200 100 400	1,550	-1.6%	350 500 200 100 400	1,550	0.0%
101.41.01.05610.000 Office Expense Misc Desk (.5)	0	250	250 250	500	100.0%	250	250	-50.0%
101.41.01.05916.000 Indirect Costs	5,151	5,870		5,631	-4.1%		5,733	1.8%
<b>TOTAL GENERAL FUND</b>	<b>232,862</b>	<b>251,829</b>		<b>245,184</b>	<b>-2.6%</b>		<b>250,092</b>	<b>2.0%</b>
<b>Total Community Development Administration</b>	<b>232,862</b>	<b>251,829</b>		<b>245,184</b>	<b>-2.6%</b>		<b>250,092</b>	<b>2.0%</b>



**INDIAN WELLS**  
CALIFORNIA



**Building & Safety  
Program**

## Building & Safety Program

The Building & Safety Program administers and enforces the California Building Code and all City ordinances regulating construction activity as a function of the Community Development Department. This program is responsible for issuance of building permits, collection of permit and inspection fees, conduct of in-house and contract plan check review, and providing building site inspections. 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.

### Initiatives

- Implement strategies to streamline plan check, permit issuance, and inspection services, including providing online services for inspection scheduling
- Transition the permitting software to new interconnected enterprise system with other departments, to provide better workflow and create interconnectivity with other departments, which will help provide better workflow and tracking

### Program Staffing Allocation

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Community Development Director	0.10	0.10	0.10	0.10
Building Inspector II	0.65	0.65	0.65	0.65
Building Inspector II	0.00	0.00	0.00	0.00
Building Technician II	1.00	1.00	1.00	1.00
Bldg & Code Enforcement Mgr	0.80	0.80	0.80	0.80
<b>Total Full Time Equivalents</b>	<b>2.55</b>	<b>2.55</b>	<b>2.55</b>	<b>2.55</b>

### Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
Permits Issued	836	690	690	690
Permit Valuation	\$ 41,575,000	\$ 36,825,219	\$ 36,825,219	\$ 36,825,219
Plan Checks	516	217	217	217
Inspections Performed	3,951	4,020	4,020	3,850
Average Daily Inspections	15	16	16	16
New Dwelling Units	35	38	38	38

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.42.01.05110.000	Regular Employees (2.55 FTE)	250,773	253,601	259,298	2.2%		265,680	2.5%
101.42.01.05210.000	Retirement - Employee	88	0	0	0.0%		0	0.0%
101.42.01.05211.000	Retirement - Employer	30,162	36,923	35,377	-4.2%		38,484	8.8%
101.42.01.05220.000	FICA	20,336	18,635	19,603	5.2%		20,090	2.5%
101.42.01.05230.000	Group Insurance	45,937	54,011	50,612	-6.3%		54,700	8.1%
101.42.01.05240.000	OPEB Benefit	57,024	58,165	64,825	11.5%		66,420	2.5%
101.42.01.05251.000	Retirement 401A	6,169	6,090	6,482	6.4%		6,642	2.5%
101.42.01.05260.000	Vehicle/Cell Allowance	2,027	1,653	2,027	22.6%		2,027	0.0%
101.42.01.05261.000	Employee FICA Benefit	15,463	15,103	15,843	4.9%		16,237	2.5%
<b>Total Salary and Benefits</b>		<b>427,978</b>	<b>444,181</b>	<b>454,067</b>	<b>2.2%</b>		<b>470,280</b>	<b>3.6%</b>
101.42.01.05310.000	Professional Services	183,634	174,914	180,000	2.9%		180,000	0.0%
	Plan Check Services (As needed basis)			155,000		155,000		
	On-call Building Inspector Services (As needed basis)			20,000		20,000		
	CASP Consultation Services			5,000		5,000		
101.42.01.05530.000	Postage & Delivery	0	985	1,000	1.5%		1,000	0.0%
101.42.01.05550.000	Professional Development	2,507	12,000	13,300	10.8%		13,300	0.0%
	California Building Officials (1)			1,000		1,000		
	ICC Meetings (3)			1,000		1,000		
	Permit Tech Institute (1)			1,500		1,500		
	Staff Training (3)			8,500		8,500		
	MMASC (1)			1,300		1,300		
101.42.01.05570.000	Membership & Dues	445	600	600	0.0%		650	8.3%
101.42.01.05610.000	Office Expense	815	1,000	2,200	120.0%		1,000	-54.5%
	Misc			1,000		1,000		
	Standing Desks (1.5)			1,200				
101.42.01.05620.000	Reference Materials	0	1,000	500	-50.0%		1,500	200.0%
	Assessor Parcel Map Copies			500		500		
	Building Code Manuals (code update)			0		1,000		
101.42.01.05660.000	Uniforms & Clothing	0	1,300	1,125	-13.5%		1,125	0.0%
	Field Staff (1.5)							
101.42.01.05916.000	Indirect Costs	14,594	16,632	15,956	-4.1%		16,243	1.8%
<b>TOTAL GENERAL FUND</b>		<b>629,973</b>	<b>652,612</b>	<b>668,748</b>	<b>2.5%</b>		<b>685,098</b>	<b>2.4%</b>
<b>Total Building &amp; Safety Program</b>		<b>629,973</b>	<b>652,612</b>	<b>668,748</b>	<b>2.5%</b>		<b>685,098</b>	<b>2.4%</b>



**INDIAN WELLS**  
CALIFORNIA



**Planning  
Program**

## Planning Program

The Planning Program is responsible for processing land use applications as well as issuing Temporary Use Permits for special events as a function of the Community Development Department. Planning involves the review of projects for consistency with the City's General Plan, Zoning Ordinances, and State laws relative to land use and the California Environmental Quality Act (CEQA), which includes preparation of initial studies, categorical exemptions, negative declarations, and environmental impact reports. The Planning Program provides oversight and staff support for the City's appointed Architecture & Landscape Committee and Planning Commission. This involves the preparation of their respective agenda packets, meeting minutes and posting of legal notices.

## Initiatives

- Transition the permitting software to a new interconnected system with other departments, which will help provide better workflow and tracking systems
- Review the City's municipal code sections relating to the Planning Department purview and make recommendations for update to help streamline the entitlement and City review timeframes

## Program Staffing Allocation

<b>Full Time Equivalents</b>	<b>FY2017/18</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>
Community Development Director	0.10	0.10	0.10	0.10
Planner	0.95	0.95	0.95	0.95
Assistant Planner	0.00	0.00	0.00	0.00
Administrative Assistant	0.30	0.30	0.30	0.30
<b>Total Full Time Equivalents</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
<b>Planning</b>				
General Plan Amendments	2	-	-	2
Entitlement Applications	17	16	15	15
Temporary Use Permits**	38	34	36	37
Planning Counter Approvals	500	535	445	420
Special Studies/Permits	19	15	12	10
Food Truck Permits	8	12	6	5
Massage Permits*	12	7	-	0
Fireworks	8	8	8	8
<b>Planning Commission Agendas</b>				
Planning Commission - Regular Mtg	5	5	4	4
Public Hearings Items	5	5	3	3
General Business Items	3	3	4	4
Planning Commission Resolutions	4	3	3	3
Planning Commission - Special Mtg	1	1	1	1
Legal Notices	5	5	3	3
<b>Resolutions</b>				
Architecture & Landscape Committee Mtgs	4	7	5	4
General Business Items	8	7	4	4

\*Massage Permitting change to State of California Massage Therapy Council effective 1/1/2019

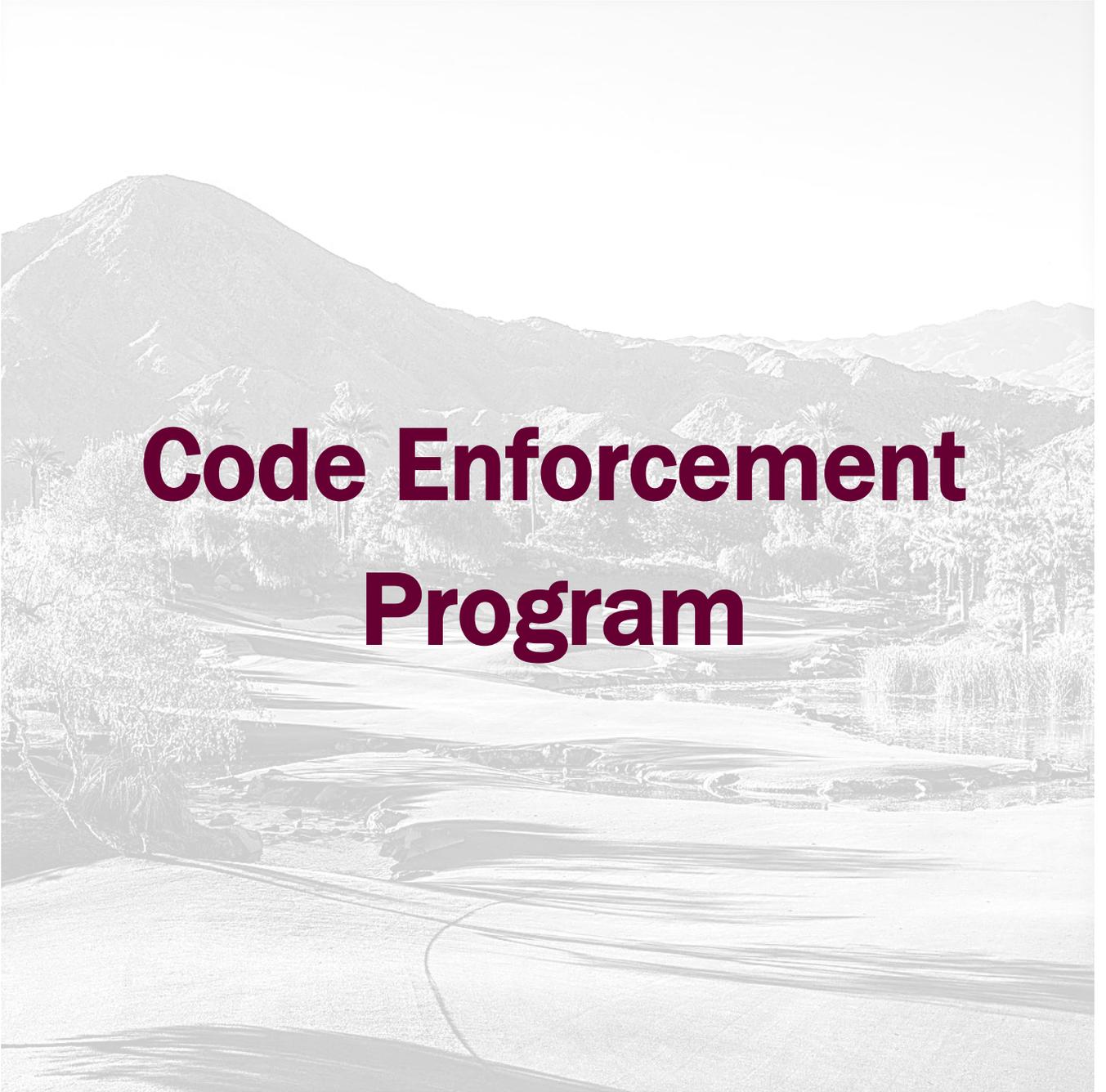
\*\*TUP previously included Fireworks - Fireworks now a separate activity

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.43.01.05110.000 Regular Employees (1.35 FTE)	127,749	153,294		133,431	-13.0%		136,714	2.5%
101.43.01.05210.000 Retirement - Employee	14	0		0	0.0%		0	0.0%
101.43.01.05211.000 Retirement - Employer	10,697	23,346		12,016	-48.5%		13,160	9.5%
101.43.01.05220.000 FICA	10,157	11,727		9,974	-14.9%		10,224	2.5%
101.43.01.05230.000 Group Insurance	35,144	47,224		37,896	-19.8%		41,065	8.4%
101.43.01.05240.000 OPEB Benefit	39,568	40,360		33,358	-17.3%		34,178	2.5%
101.43.01.05251.000 Retirement 401A	3,141	3,832		3,336	-12.9%		3,418	2.5%
101.42.01.05260.000 Vehicle/Cell Allowance	374	0		374			374	0.0%
101.43.01.05261.000 Employee FICA Benefit	7,709	9,504		8,039	-15.4%		8,241	2.5%
<b>Total Salary and Benefits</b>	<b>234,552</b>	<b>289,287</b>		<b>238,424</b>	<b>-17.6%</b>		<b>247,374</b>	<b>3.8%</b>
101.43.01.05310.000 Professional Services	17,900	33,472		50,000	49.4%		50,000	0.0%
On-Call Planning Support Services			40,000			40,000		
Records Scanning/Digital Retention			10,000			10,000		
101.43.01.05510.000 Advertising & Promotions	408	1,250		1,250	0.0%		1,250	0.0%
Planning Commission/ALC Hearings			1,250			1,250		
101.43.01.05530.000 Postage	34	100		100	0.0%		100	0.0%
101.43.01.05550.000 Professional Development	50	6,000		6,000	0.0%		6,000	0.0%
Cal APA Conference (1)			2,500			2,500		
Planning & Environmental (1)			2,000			2,000		
GIS Training (1)			1,500			1,500		
101.43.01.05570.000 Membership & Dues	115	250		250	0.0%		250	0.0%
APA Membership (1)			250			250		
101.43.01.05610.000 Office Expense	1,443	1,000		1,000	0.0%		500	-50.0%
Custom plan stamps			250			250		
Misc Office Supplies			250			250		
Standing Desk (1)			500					
101.43.01.05620.000 Reference Materials	37	12,150		12,000	-1.2%		12,000	0.0%
ESRI Licenses			11,500			11,500		
Riverside County GIS			500			500		
101.43.01.05916.000 Indirect Costs	7,726	8,805		8,447	-4.1%		8,599	1.8%
<b>TOTAL GENERAL FUND</b>	<b>262,266</b>	<b>352,314</b>		<b>317,471</b>	<b>-9.9%</b>		<b>326,073</b>	<b>2.7%</b>
<b>Total Planning Program</b>	<b>262,266</b>	<b>352,314</b>		<b>317,471</b>	<b>-9.9%</b>		<b>326,073</b>	<b>2.7%</b>



**INDIAN WELLS**  
CALIFORNIA



**Code Enforcement  
Program**

## Code Enforcement Program

The Code Enforcement Program ensures compliance with the City's municipal codes and ordinances to help preserve property values and the Indian Wells brand. As a function of the Community Development Department, Code Enforcement protects life, safety and property through enforcement of City codes and standards. The Code Enforcement Program enforces the City's palm tree ordinance, short-term vacation rentals, and responds to citizen's complaints through staff investigation and follow up.

### Initiatives

- Implement use of new online short-term residential rental monitoring and tax collection tracking software to better enforce the City's ordinance and reduce illegal rental activity
- Transition the permitting software to create interconnected system with other departments, to provide better workflow and tracking systems

### Program Staffing Allocation

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Community Development Director	0.10	0.10	0.10	0.10
Building Inspector II	0.35	0.35	0.35	0.35
Bldg & Code Enforcement Mgr	0.20	0.20	0.20	0.20
Administrative Assistant	0.90	0.90	0.90	0.90
<b>Total Full Time Equivalents</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>

### Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
<b>Violations</b>				
Palm Trees	61	93	77	77
Short-term Rental*	77	26	51	51
All Other Violations	71	30	50	50
Total Violations	209	195	202	202
Citations Issued	131	71	101	101
Short-term Rental Permits*	155	85	85	85

\*FY2018/19 - Implementation of new STR Ordinance, caused a large number of STR License/Permits to be closed.

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.44.01.05110.000	Regular Employees (1.55 FTE)	139,506	127,164	142,483	12.0%		145,984	2.5%
101.44.01.05210.000	Retirement - Employee	49	0	0			0	
101.44.01.05211.000	Retirement - Employer	16,594	19,297	19,473	0.9%		21,184	8.8%
101.44.01.05220.000	FICA	11,168	9,728	10,666	9.6%		10,933	2.5%
101.44.01.05230.000	Group Insurance	33,218	38,440	38,174	-0.7%		41,292	8.2%
101.44.01.05240.000	OPEB Benefit	33,749	34,424	35,621	3.5%		36,496	2.5%
101.44.01.05251.000	401A Contribution	3,427	3,179	3,562	12.0%		3,650	2.5%
101.44.01.05260.000	Vehicle/Cell Allowance	1,001	627	761	21.4%		1,001	31.5%
101.44.01.05261.000	Employee FICA Benefit	8,481	7,884	8,600	9.1%		8,816	2.5%
<b>Total Salary and Benefits</b>		<b>247,193</b>	<b>240,743</b>	<b>259,340</b>	<b>7.7%</b>		<b>269,356</b>	<b>3.9%</b>
101.44.01.05310.000	Professional Services	35,718	172,949	150,000	-13.3%	150,000	150,000	0.0%
	Legal Services							
101.44.01.05330.000	Other Contracted Services	11,400	100,000	100,000	0.0%		95,000	-5.0%
	Abatements - General & Clean ups			45,000		45,000		
	Vacation Rental Consultant			30,000		30,000		
	Software & Online Services			25,000		20,000		
101.44.01.05550.000	Professional Development	545	2,000	2,000	0.0%		2,000	0.0%
101.44.01.05610.000	Office Expense	312	990	1,000	1.0%		500	-50.0%
	Tablet Service			240		240		
	Misc. Supplies			260		260		
	Standing Desk (1)			500		0		
101.44.01.05660.000	Uniforms & Clothing	0	200	375	87.5%		375	0.0%
	Field Staff (.5)							
101.44.01.05916.000	Indirect Costs	8,871	10,110	9,699	-4.1%		9,873	1.8%
<b>TOTAL GENERAL FUND</b>		<b>304,039</b>	<b>526,992</b>	<b>522,414</b>	<b>-0.9%</b>		<b>527,104</b>	<b>0.9%</b>
<b>Total Code Enforcement Program</b>		<b>304,039</b>	<b>526,992</b>	<b>522,414</b>	<b>-0.9%</b>		<b>527,104</b>	<b>0.9%</b>

The background of the page is a grayscale photograph of a golf course. In the foreground, there are several sand traps and a green. In the middle ground, there are palm trees and other vegetation. In the background, a large, prominent mountain rises against a light sky. The overall scene is a typical desert golf course landscape.

# **Financial Services Program**

## Financial Services Program

The Financial Services Program maintains the financial integrity of the City and provides comprehensive financial management, administration, and support services to City departments to accomplish their goals. The Financial Services Program administers the day-to-day management of the City's resources, prepares the City Budget, and Comprehensive Annual Financial Report.

The program establishes and maintains accounting procedures and internal controls for processing City revenues and expenditures. The Program's responsibilities include cash and treasury management, budgetary oversight, accounting and financial reporting services, levy services, payroll administration, ambulance billing, business license administration, and processing resident benefit cards.

### Initiatives

- Improve the City's Fiscal Condition
- Collaborate with Community Development in Economic Development
- Develop new revenue opportunities

### Program Staffing Allocations

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Finance Director	0.34	0.35	0.31	0.31
Assistant Finance Director	0.35	0.36	0.81	0.81
Senior Accountant	0.49	0.49	0.00	0.00
Accounting Technician III	0.84	0.85	0.85	0.85
Accounting Technician II	0.69	0.70	0.70	0.70
Accounting Technician II	0.75	0.75	0.75	0.75
<b>Total Full Time Equivalents</b>	<b>3.46</b>	<b>3.50</b>	<b>3.42</b>	<b>3.42</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
<b>Administration</b>				
Payroll Transactions	845	800	800	800
Acct. Payable Checks issued	2,241	2,400	2,400	2,400
Invoices Paid	4,777	5,100	5,100	5,100
Investment Transactions	24	30	30	30
Journal Entries	215	200	200	200
Budget Adjustments	54	25	25	25
<b>Resident Benefit Cards (RBC)</b>				
Resident Benefit Card issued				
Golf RBC issued	2,255	2,300	2,300	2,300
Social RBC issued	2,946	2,950	2,950	2,950
RBC Reprints	43	40	40	40
<b>Cashier Transaction</b>	5,937	6,000	6,000	6,000
<b>Reporting</b>				
Special Reports	72	75	75	75
Annual Audit & Reviews	8	8	8	8
Annual Compliance Reports	15	15	15	15
<b>Business License</b>				
Renewals	1,119	1,100	1,100	1,100
New	426	50	50	50

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.51.01.05110.000 Regular Employees (3.42 FTE)	387,383	401,808		390,646	-2.8%		400,278	2.5%
101.51.01.05210.000 Retirement - Employee	127	0		0	0.0%		0	0.0%
101.51.01.05211.000 Retirement - Employer	44,452	59,937		52,396	-12.6%		56,999	8.8%
101.51.01.05220.000 FICA & Medicare	29,323	28,553		27,601	-3.3%		28,329	2.6%
101.51.01.05230.000 Group Insurance	76,252	86,418		86,896	0.6%		94,075	8.3%
101.51.01.05240.000 OPEB Benefit	80,549	82,144		97,662	18.9%		100,069	2.5%
101.51.01.05251.000 Retirement 401A	9,549	10,045		9,766	-2.8%		10,007	2.5%
101.51.01.05260.000 Vehicle/Cell Allowance	2,229	2,229		2,083	-6.6%		2,083	0.0%
101.51.01.05261.000 Employee FICA Benefit	21,959	22,726		21,936	-3.5%		22,525	2.7%
<b>Total Salary and Benefits</b>	<b>651,824</b>	<b>693,860</b>		<b>688,986</b>	<b>-0.7%</b>		<b>714,365</b>	<b>3.7%</b>
101.51.01.05310.000 Professional Services	132,909	190,900		191,092	0.1%		194,530	1.8%
Audit, City			52,992			54,582		
Actuarial Consulting			16,500			16,500		
Financial Systems Program Support			51,500			53,045		
Budget/CAFR Production			3,000			3,000		
TABS Disclosure/Arbitrage Rebate			18,000			18,000		
Property & Sales Tax Audit			39,000			39,000		
County Auditor -LAFCO			5,000			5,150		
Investment Management Software Fees			5,100			5,253		
101.51.01.05330.000 Other Contracted Services	43,147	44,526		46,500	4.4%		47,895	3.0%
Bank Trustee & Custodial Fees			29,500			30,385		
Credit Card Fees			13,000			13,390		
Bank Fees			4,000			4,120		
101.51.01.05530.000 Postage	62	500		500	0.0%		500	0.0%
101.51.01.05550.000 Professional Development	5,865	12,550		12,000	-4.4%		12,000	0.0%
CSMFO Annual Conferences (2)			3,500			3,500		
Eden Financial Software Update (2)			3,500			3,500		
CalPERS Annual Conference-So Cal (2)			2,500			2,500		
League of California Cities-Finance Director			1,500			1,500		
CSMFO Monthly Meetings (5)			500			500		
Department Strategic Planning			500			500		
101.51.01.05570.000 Membership & Dues	950	1,250		1,165	-6.8%		1,165	0.0%
GFOA			460			460		
CMTA			155			155		
CSMFO			550			550		
101.51.01.05610.000 Office Expense	3,725	7,800		5,500	-29.5%		5,500	0.0%
Business License Vehicle Stickers			2,000			2,000		
Supplies			3,500			3,500		
101.51.01.05916.000 Indirect Costs	19,802	22,568		21,399	-5.2%		21,785	1.8%
<b>TOTAL GENERAL FUND</b>	<b>858,283</b>	<b>973,954</b>		<b>967,142</b>	<b>-0.7%</b>		<b>997,740</b>	<b>3.2%</b>
<b>EMERGENCY SERVICES UPGRADE FUND</b>								
228.51.01.05310.000 Professional Services	3,596	3,800		3,800	0.0%		3,800	0.0%
Fire Tax Levy (Willdan Financial)								
<b>TOTAL EMERGENCY SERVICES UPGRADE FUNI</b>	<b>3,596</b>	<b>3,800</b>		<b>3,800</b>	<b>0.0%</b>		<b>3,800</b>	<b>0.0%</b>
<b>Total Financial Services Program</b>	<b>861,879</b>	<b>977,754</b>		<b>970,942</b>	<b>-0.7%</b>		<b>1,001,540</b>	<b>3.2%</b>

The background of the page is a grayscale photograph of a golf course. In the foreground, there is a water hazard with a small island of grass. The middle ground shows a golf course with various holes and sand traps. In the background, there are rolling hills and a large, prominent mountain peak under a clear sky.

# **Technology Services Program**

## Technology Services Program

Overseen by the Finance Department, 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 in conjunction with the Technology Steering Committee is responsible for providing strategic direction and operational policies and standards; and for coordinating major citywide initiatives including technology management.

The program oversees all 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; technical web assistance including DNS and SSL management; communications and messaging services; video and audio production and broadcasting equipment; IWTV content management; network equipment and administration; network engineering; computer maintenance and support.

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.

### Initiatives

- Evaluate and Integrate new ERP and LMS solutions
- Increase data security using multiple workstation and server protection solutions
- Evaluate and Migrate City website to more robust, user-friendly solution

### Program Staffing Allocations

	FY2017/18	FY2018/19	FY2019/20	FY2020/21
<b>Full Time Equivalents</b>				
Information Technology Manager	0.95	0.95	0.95	0.95
<b>Total Full Time Equivalents</b>	<b>0.95</b>	<b>0.95</b>	<b>0.95</b>	<b>0.95</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
<b>Meeting Recordings Produced</b>				
City Council Meetings	21	13	15	15
Housing Authority Meetings	4	5	5	5
		9	8	8
<b>Technology Equipment Managed</b>				
Workstations & Notebooks	58	62	64	66
Servers	18	24	28	29
VoIP Phones	45	46	46	46
<b>Computers Replaced</b>	10	10	12	10
Workstations	2	8	6	6
Servers				
<b>Software Updates</b>				
Workstations*	1,450	19,789	21,000	21,000
Servers*	450	8,158	7,000	7,000
<b>Malware Threats</b>				
Malware/Virus Items Mitigated**	85	1,285	400	400

\* New Patch Management Software FY 2018/19

\*\* New Malware Software FY 2018/19

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.27.06.05110.000 Regular Employees (0.95 FTE)	167,354	165,969		167,796	1.1%		171,954	2.5%
101.27.06.05210.000 Retirement - Employee	56	0		0	0.0%		0	0.0%
101.27.06.05211.000 Retirement - Employer	19,386	25,033		22,763	-9.1%		24,763	8.8%
101.27.06.05220.000 FICA & Medicare	10,619	9,912		10,261	3.5%		10,556	2.9%
101.27.06.05230.000 Group Insurance	25,863	31,619		32,656	3.3%		35,361	8.3%
101.27.06.05240.000 OPEB Benefit	22,111	22,554		41,949	86.0%		42,988	2.5%
101.27.06.05251.000 Retirement 401A	4,147	4,149		4,195	1.1%		4,299	2.5%
101.27.06.05260.000 Vehicle/Cell Allowance	1,273	1,273		1,273	0.0%		1,273	0.0%
101.27.06.05261.000 Employee FICA Benefit	7,599	7,505		7,828	4.3%		8,063	3.0%
<b>Total Salary and Benefits</b>	<b>258,408</b>	<b>268,014</b>		<b>288,721</b>	<b>7.7%</b>		<b>299,257</b>	<b>3.6%</b>
101.27.06.05310.000 Professional Services	47,810	45,000		46,500	3.3%		47,500	2.2%
Web Streaming Maintenance and Support			20,000			22,000		
Backup Maintenance and Offsite Storage			11,000			11,000		
Cisco Firewall Annual Maintenance			2,500			2,500		
Domain Name Registrations, SSL Certificates, DNS			3,000			3,000		
Patch Support			3,000			3,000		
Computer Maintenance			7,000			6,000		
101.27.06.05410.000 Contract Service Provider	11	7,500		7,500	0.0%		7,500	0.0%
101.27.06.05520.000 Communications	27,771	34,000		34,000	0.0%		34,000	0.0%
Telephone Services			14,000			14,000		
High Speed Internet			20,000			20,000		
101.27.06.05521.000 Communication Equipment	120	3,000		3,000	0.0%		3,000	0.0%
Telephone Replacement			2,000			2,000		
Cell Phone Hardware			500			500		
Cell Phone Repairs/ Asses.			500			500		
101.27.06.05550.000 Professional Development	1,115	5,000		4,000	-20.0%		4,000	0.0%
Server Software Training (1)			1,000			1,000		
Workstation Operating System Training (1)			1,000			1,000		
Network Training (1)			1,000			1,000		
Multimedia Software Training (1)			1,000			1,000		
101.27.06.05610.000 Office Expense	1,513	5,000		5,000	0.0%		5,000	0.0%
Laser Toner Cartridges			4,000			4,000		
Cables, Office Equipment, Etc			1,000			1,000		
101.27.06.05630.000 Operating Materials	34,270	25,000		35,000	40.0%		35,000	0.0%
Software Licenses			30,000			30,000		
Antivirus Software Support			5,000			5,000		
101.27.06.05916.000 Indirect Costs	5,437	6,196		5,944	-4.1%		6,051	1.8%
<b>TOTAL GENERAL FUND</b>	<b>376,454</b>	<b>398,710</b>		<b>429,665</b>	<b>7.8%</b>		<b>441,308</b>	<b>2.7%</b>
<b>CAPITAL IMPROVEMENT FUND</b>								
316.27.06.05650.000 Minor Equipment	166,065	188,500		305,000	61.8%		155,000	-49.2%
Server Hardware Replacements			40,000			40,000		
Computer Hardware Replacement			20,000			20,000		
Audio/Video Equipment			10,000			10,000		
Computer Parts & Accessories			5,000			5,000		
Network Hardware			5,000			5,000		
New ERP (Roll)			225,000			75,000		
<b>TOTAL CAPITAL IMPROVEMENT FUND</b>	<b>166,065</b>	<b>188,500</b>		<b>305,000</b>	<b>61.8%</b>		<b>155,000</b>	<b>-49.2%</b>
<b>Total Technology Services Program</b>	<b>542,519</b>	<b>587,210</b>		<b>734,665</b>	<b>25.1%</b>		<b>596,308</b>	<b>-18.8%</b>



**INDIAN WELLS**  
CALIFORNIA



**Central Services  
Program**

## **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 services, citywide printing and memberships, and general office supplies. Central Services expenses are allocated as indirect costs to city programs based upon staffing levels.

### **Initiatives**

- Develop strategies to lower long-term photocopier and postage meter costs

### **Program Staffing Allocations**

There are no staffing allocations for this program.

### **Workload Activity Measures**

There are no Workload Activity Measures designated for this program.

## Program Budget

Account Number		FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>									
101.27.04.05230.000	Insurance Administration	1,126,548	4,150		4,150	0.0%		4,150	0.0%
101.27.04.05410.000	Office Equipment Maintenance	0	300		300	0.0%		300	0.0%
101.27.04.05420.000	Utilities	28,265	36,000		30,050	-16.5%		30,952	3.0%
	SC Edison			28,000			28,840		
	CVWD			850			876		
	SC Gas			1,200			1,236		
101.27.04.05430.000	Equipment Rental	53,712	52,000		54,100	4.0%		55,723	3.0%
	Photocopier Lease & Maintenance			46,000			47,380		
	Postage Meter Lease			7,000			7,210		
	Folding Machine			1,100			1,133		
101.27.04.05530.000	Postage & Delivery	12,452	13,000		13,000	0.0%		13,000	0.0%
	Postal Permit			12,000			12,000		
	Parcel Services (Fed Ex, UPS, etc)			1,000			1,000		
101.27.04.05540.000	Printing	5,952	7,000		7,000	0.0%		7,000	0.0%
	Stationery			2,000			2,000		
	Business Cards/Forms			5,000			5,000		
101.27.04.05570.000	Membership & Dues	23,266	36,500		23,400	-35.9%		23,400	0.0%
	CVAG			16,500			16,500		
	League of California Cities			4,300			4,300		
	Alliance for Innovation			1,000			1,000		
	CA Contract Cities Association			1,000			1,000		
	SCAG			600			600		
101.27.04.05610.000	Office Expense	19,579	22,200		22,200	0.0%		22,200	0.0%
	RealQuest-Citywide			10,200			10,200		
	Supplies			12,000			12,000		
101.27.04.05630.000	Operating Materials	20,968	18,000		21,000	16.7%		21,630	3.0%
	ID Card Supplies			12,000			12,360		
	Kitchen/Meeting Supplies			9,000			9,270		
101.27.04.05916.000	Indirect Costs	(165,970)	(189,150)		(175,200)	-7.4%		(178,355)	1.8%
<b>TOTAL GENERAL FUND</b>		<b>1,124,772</b>	<b>0</b>		<b>0</b>			<b>0</b>	<b>0.0%</b>
<b>Total Central Services Program</b>		<b>1,124,772</b>	<b>0</b>		<b>0</b>			<b>0</b>	<b>0.0%</b>



**Internal Contributions  
&  
Reserves  
Program**

### 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. The City also funds eight landscape districts that provide a general benefit to the City.

### Initiatives

- Fund capital reserves in accordance with Council Policy.

### Program Staffing Allocations

There are no staffing allocations for this program.

### Workload Activity Measures

There are no Workload Activity Measures designated for this program.

### Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.52.01.05925.000 Contributions	1,433,075	1,417,430		1,477,407	4.2%		1,518,536	2.8%
Capital Reserve			1,154,200			1,194,597		
Naming Rights			250,000			250,000		
Landscape & Lighting			73,207			73,939		
<b>TOTAL GENERAL FUND</b>	<b>1,433,075</b>	<b>1,417,430</b>		<b>1,477,407</b>	<b>4.2%</b>		<b>1,518,536</b>	<b>2.8%</b>
<b>Total Internal Contributions &amp; Reserves Program</b>	<b>1,433,075</b>	<b>1,417,430</b>		<b>1,477,407</b>	<b>4.2%</b>		<b>1,518,536</b>	<b>2.8%</b>



**Retirement Benefit  
Program**

## Retirement Benefit Program

The Retirement Benefits Program includes employee pensions and retiree medical care and are managed by the Finance Department. 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 retirement 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 participate in the 2%@60 plan. The City participates in the CalPERS Retiree Benefit Trust Fund for employee medical care.

### Initiatives

- Fully fund the employee pension plan
- Fully fund the retiree medical plan

### Program Staffing Allocations

There are no staffing allocations for this program.

### Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
Classic CalPERS Members	23	24	24	24
PEPRA CalPERS Members	4	5	5	5
OPEB Retirees	32	34	35	35

### Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>RETIREMENT BENEFIT FUND</b>								
601.68.01.05240.000 OPEB Medical Benefit ARC	268,590	61,010		62,230	2.0%		63,475	2.0%
601.68.01.05241.000 CalPERS Retirement	978,373	125,500		128,100	2.1%		130,662	2.0%
601.68.01.05310.000 OPEB Retirees Expense	305,796	360,500		371,315	3.0%		382,454	3.0%
<b>TOTAL RETIREMENT BENEFIT FUND</b>	<b>1,552,759</b>	<b>547,010</b>		<b>561,645</b>	<b>2.7%</b>		<b>576,591</b>	<b>2.7%</b>
<b>Total Retirement Benefit Program</b>	<b>1,552,759</b>	<b>547,010</b>		<b>561,645</b>	<b>2.7%</b>		<b>576,591</b>	<b>2.7%</b>

A grayscale photograph of a golf course landscape. In the foreground, there are sand traps and a green. The middle ground shows a fairway with palm trees and other vegetation. In the background, there are rolling hills and mountains under a clear sky.

# **Risk Management Program**

## Risk Management Program

The Risk Management Program seeks to manage uncertainty by developing strategies to control risk as a primary function of the Finance Department. The Risk Management Program develops plans to control and mitigate the undesired effects of risk. The goal of the Risk Management Program is to develop cost effective measures to reduce risk to the City by proactively seeking out alternative methods of controlling the City's exposure to risk, including workers' compensation claims, and in reducing financial losses to the City.

Risk Management involves the management of the City's 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).

The City utilizes the Authority's educational Loss Control Action Plan (LossCAP) program. The LossCAP Program 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.

## Initiatives

- Implement LossCAP Program action plans
- Provide employee risk management training to increase risk management awareness and manage risk exposure
- Develop and implement an annual citywide employee training program based upon the City's LossCAP centralized safety manual

## Program Staffing Allocations

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Finance Director	0.15	0.15	0.15	0.15
Accounting Technician II	0.15	0.15	0.15	0.15
<b>Total Full Time Equivalents</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
LossCAP Action Items	0	0	0	0
Training Sessions	10	10	10	10
<b>Claims</b>				
Damage Claims	6	6	6	6
Property Claims	5	5	5	5
Worker's Comp Claims	0	0	0	0

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.26.01.05110.000 Regular Employees (0.30 FTE)	46,129	47,272		48,277	2.1%		49,472	2.5%
101.26.01.05210.000 Retirement - Employee	15	0		0	0.0%		0	0.0%
101.26.01.05211.000 Retirement - Employer	5,277	6,778		6,218	-8.3%		6,764	8.8%
101.26.01.05220.000 FICA & Medicare	2,738	2,652		2,703	1.9%		2,776	2.7%
101.26.01.05230.000 Group Insurance	8,101	9,927		10,240	3.2%		11,093	8.3%
101.26.01.05240.000 OPEB Benefit	6,986	7,122		12,069	69.5%		12,368	2.5%
101.26.01.05251.000 Retirement 401A	1,141	1,182		1,207	2.1%		1,237	2.5%
101.26.01.05260.000 Vehicle/Cell Allowance	561	561		561	0.0%		561	0.0%
101.26.01.05261.000 Employee FICA Benefit	1,918	1,967		2,003	1.8%		2,059	2.8%
<b>Total Salary and Benefits</b>	<b>72,866</b>	<b>77,461</b>		<b>83,278</b>	<b>7.5%</b>		<b>86,330</b>	<b>3.7%</b>
101.26.01.05550.000 Professional Development CJPIA Risk Management Conference (1)	1,423	1,500		1,500	0.0%		1,500	0.0%
101.26.01.05580.000 Insurance Expense General Liability and Worker's Comp Property, Earth, Flood Insurance Retro Deposit Crime and Fidelity	488,765	528,057	354,789 193,833 (50,006) 1,000	499,616	-5.4%	383,172 209,339 (70,000) 1,000	523,512	4.8%
101.26.01.05916.000 Indirect Costs	1,717	1,957		1,877	-4.1%		1,911	1.8%
<b>TOTAL GENERAL FUND</b>	<b>564,771</b>	<b>608,975</b>		<b>586,271</b>	<b>-3.7%</b>		<b>613,252</b>	<b>4.6%</b>
<b>Total Risk Management Program</b>	<b>564,771</b>	<b>608,975</b>		<b>586,271</b>	<b>-3.7%</b>		<b>613,252</b>	<b>4.6%</b>



**INDIAN WELLS**  
CALIFORNIA



**Police Services  
Program**

## Police Services Program

The Police Services Program oversees contractual services for Police, Animal Control, and funding for crossing guards at Gerald Ford Elementary. The City Manager's Office is responsible for the program through the Deputy City Manager.

Indian Wells contracts with the Riverside County Sheriff's Department and is focused on community-oriented policing and problem solving. The Sheriff's Department performs the following contract services:

- Administration, management and coordination of services provided, and community relations
- Patrol services twenty-four (24) hours per day, seven (7) days per week
- Traffic Enforcement
- Special events coverage
- Special Enforcement Team (SET) operations
- Forensics and analysis of crime statistics

## Initiatives

- Reduce speeding
- Reduce accidents
- Create a closer relationship with the community
- Develop cost saving measures without reducing service
- Improve the traffic flow during special events
- Work closely with the City to regulate Vacation Rentals

## Program Staffing Allocations

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
City Manager	0.10	0.10	0.10	0.10
Assistant to the City Manager	0.20	0.20	0.00	0.00
Deputy City Manager	0.00	0.00	0.15	0.15
Finance Director	0.15	0.15	0.15	0.15
Sr. Executive Assistant	0.00	0.00	0.10	0.10
<b>Total Full Time Equivalents</b>	<b>0.45</b>	<b>0.45</b>	<b>0.50</b>	<b>0.50</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
<b>Total Calls for Service</b>	12,446	11,364	11,900	12,400
<b>Traffic Citations</b>				
Total Citations	1,231	925	1,075	1,225
Hazardous Citations	1,031	725	875	1,025
<b>Traffic Collisions</b>				
Total Collisions	222	242	250	260
Injury	37	27	32	37
Non-Injury	185	215	200	215
Hit & Run	20	48	50	55
Fatalities	0	0	0	0
<b>Driving Under the Influence</b>				
Total DUI Arrests	31	26	29	31
Traffic Enforcement Index*	27	23	25	25
<b>911 Misdiags</b>	1,104	842	900	1,000
<b>Thefts/Burglaries</b>	132	149	150	155
<b>Vacant Property Checks</b>	6,708	6,891	6,900	7,250
<b>Arrests</b>				
Misdemeanor	22	66	70	70
Felony	71	23	25	25

\* Index to measure traffic enforcement effectiveness - TEI 25% greater or equal = Decrease in injury collision.

## Program Budget

Account Number		FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>									
101.71.01.05110.000	Regular Employees (0.50 FTE)	87,320	83,072		92,150	10.9%		94,434	2.5%
101.71.01.05210.000	Retirement - Employee	28	0		0	0.0%		0	0.0%
101.71.01.05211.000	Retirement - Employer	9,893	12,383		12,397	0.1%		13,485	8.8%
101.71.01.05220.000	FICA	5,017	4,647		5,333	14.8%		5,476	2.7%
101.71.01.05230.000	Group Insurance	10,664	12,713		12,511	-1.6%		13,531	8.2%
101.71.01.05240.000	OPEB Benefit	10,474	10,683		23,037	115.6%		23,608	2.5%
101.71.01.05251.000	Retirement 401A	2,050	4,327		4,554	5.2%		4,611	1.3%
101.71.01.05260.000	Vehicle/Cell Allowance	1,544	1,523		1,856	21.9%		1,856	0.0%
101.71.01.05261.000	Employee FICA Benefit	3,467	3,443		3,997	16.1%		4,106	2.7%
<b>Total Salary and Benefits</b>		<b>130,457</b>	<b>132,791</b>		<b>155,835</b>	<b>17.4%</b>		<b>161,107</b>	<b>3.4%</b>
101.71.01.05330.000	Other Contracted Services	3,471,949	4,006,349		4,348,775	8.5%		4,678,650	7.6%
	Animal Control			18,000			18,000		
	Animal Vaccine Clinic			3,000			3,000		
	Crossing Guard (Gerald Ford School)			1,300			1,300		
	Parking Citation Administration (JDS)			1,500			1,500		
	Sheriff's Contract			4,139,975			4,454,850		
	Sheriff's Facilities			80,000			90,000		
	Criminal Info. RMS			45,000			50,000		
	Sheriff's 3rd Party Services			60,000			60,000		
101.71.01.05420.000	Utilities	4,753	5,000		5,000	0.0%		5,000	0.0%
101.71.01.05430.000	Equipment Rental	0	500		500	0.0%		500	0.0%
101.71.01.05520.000	Communications Police & EOC	3,380	9,750		9,750	0.0%		9,750	0.0%
101.71.01.05540.000	Printing Tickets pads for Law Enforcement	0	0		0	0.0%		1,500	100.0%
101.71.01.05560.000	Training and Equipment CERT Training Courses- 2 annually	821	6,000	6,000	6,000	0.0%		6,000	0.0%
101.71.01.05590.000	Miscellaneous Charges	4,672	5,250		5,250	0.0%		5,250	0.0%
101.71.01.05630.000	Operating Materials EOC Supplies Plan Supplies	745	3,000	2,000 2,000	4,000	33.3%	2,000 2,000	4,000	0.0%
101.71.01.05916.000	Indirect Costs	2,575	2,935		3,129	6.6%		3,185	1.8%
101.71.01.05995.000	Reimb. Credit	(140,000)	(168,746)		(182,465)	8.1%		(176,276)	-3.4%
<b>TOTAL GENERAL FUND</b>		<b>3,479,353</b>	<b>4,002,829</b>		<b>4,355,774</b>	<b>8.8%</b>		<b>4,698,666</b>	<b>7.9%</b>
<b>PUBLIC SAFETY FUND</b>									
203.71.01.05990.000	Operating Expense Debits	30,000	20,000		30,000	50.0%		20,000	-33.3%
<b>TOTAL PUBLIC SAFETY FUND</b>		<b>30,000</b>	<b>20,000</b>		<b>30,000</b>	<b>50.0%</b>		<b>20,000</b>	<b>-33.3%</b>
<b>COPS AB 3229 FUND</b>									
211.71.01.05650.000	Minor Equipment	3,845	0		5,000	100.0%		0	-100.0%
211.71.01.05990.000	Operating Expense	110,000	148,746		152,465	2.5%		156,276	2.5%
<b>TOTAL COPS AB3229 FUND</b>		<b>113,845</b>	<b>148,746</b>		<b>157,465</b>	<b>5.9%</b>		<b>156,276</b>	<b>-0.8%</b>
<b>Total Police Services Program</b>		<b>3,623,198</b>	<b>4,171,575</b>		<b>4,543,239</b>	<b>8.9%</b>		<b>4,874,942</b>	<b>7.3%</b>



**INDIAN WELLS**  
CALIFORNIA



**Fire Services  
Program**

## **Fire Services Program**

The Fire Services Program oversees contractual services for fire suppression, fire prevention, fire investigation, fire safety education and paramedic services through this contract. The City Manager's Office is responsible for the program through the Deputy City Manager.

Indian Wells contracts with the Riverside County Fire Department, a sub contract of CALFIRE. The Fire Department performs the following contract services:

- Administration, management and coordination of services provided;
- Staffing at Fire Station 55 twenty-four (24) hours per day, seven (7) days per week;
- Operation of one (1) Fire Engine and one (1) Paramedic Ambulance;
- Housing of one (1) additional Paramedic Ambulance paid for by the City of Palm Desert to serve their residents just outside Indian Wells' borders;
- Provide specialized rescue equipment;
- Provide a Ladder Truck shared with the cities of Palm Desert and Rancho Mirage;
- One (1) part-time Fire Marshall.

In addition to the contract services provided by the Riverside County Fire Department, the City of Indian Wells, in partnership with City of Palm Desert, contracts for an Emergency Services Coordinator with the Riverside County Emergency Management Department. The program is responsible for the acquisition of resources necessary to prepare for emergency operations and carry out emergency response and recovery in the event of major natural disaster or local emergency.

## **Initiatives**

- Ensure the City's Emergency Operations Center is prepared
- Provide emergency training to City staff
- Conduct emergency training with residents through the Community Emergency Response Team (CERT)
- Complete emergency plans and policies
- Conduct public education presentations for residents and businesses
- Research emergency grant funding

## Program Staffing Allocations

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
City Manager	0.05	0.05	0.05	0.05
Assistant to the City Manager	0.10	0.10	0.00	0.00
Deputy City Manager	0.00	0.00	0.10	0.10
Finance Director	0.10	0.10	0.10	0.10
Assistant Finance Director	0.02	0.05	0.05	0.05
Senior Accountant	0.03	0.00	0.00	0.00
Accounting Technician III	0.05	0.05	0.05	0.05
Accounting Technician II	0.05	0.05	0.05	0.05
Accounting Technician II	0.25	0.25	0.25	0.25
<b>Total Full Time Equivalents</b>	<b>0.65</b>	<b>0.65</b>	<b>0.65</b>	<b>0.65</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
<b>Calls for Service</b>				
Medical Aid	933	1,029	1,135	1,251
Traffic Collision	72	67	67	67
False Alarm	123	129	136	143
Public Service	69	63	65	65
Fire	9	13	20	20
Other*	28	27	26	26
<b>Total Calls for Service</b>	<b>1,234</b>	<b>1,328</b>	<b>1,449</b>	<b>1,572</b>

\* Denotes calls for service that include Sheriff Assist, Fire Menace Standby, Gas Leaks, and other miscellaneous calls.

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>EMERGENCY SERVICES UPGRADE FUND</b>								
228.73.01.05110.000	Regular Employees (0.65 FTE)	84,096	94,438	87,919	-6.9%		90,091	2.5%
228.73.01.05210.000	Retirement - Employee	28	0	0	0.0%		0	0.0%
228.73.01.05211.000	Retirement - Employer	9,689	14,159	11,815	-16.6%		12,852	8.8%
228.73.01.05220.000	FICA	5,633	5,838	5,688	-2.6%		5,837	2.6%
228.73.01.05230.000	Group Insurance	12,350	15,908	14,426	-9.3%		15,608	8.2%
228.73.01.05240.000	OPEB Benefit	16,294	16,619	21,980	32.3%		22,523	2.5%
228.73.01.05251.000	Retirement 401A	2,019	4,611	3,323	-27.9%		3,377	1.6%
228.73.01.05260.000	Vehicle/Cell Allowance	923	1,279	1,172	-8.4%		1,172	0.0%
228.73.01.05261.000	Employee FICA Benefit	4,089	4,469	4,413	-1.3%		4,531	2.7%
<b>Total Salary and Benefits</b>		<b>135,120</b>	<b>157,321</b>	<b>150,736</b>	<b>-4.2%</b>		<b>155,991</b>	<b>3.5%</b>
228.73.01.05310.000	Professional Services Contract Fire Services w/ CalFIRE Ambulance Billing Services Cove Cities Partnership - Emergency Response Manager	3,032,252	3,335,477	3,654,283	9.6%	3,783,181 24,000 80,000	3,887,181	6.4%
228.73.01.05330.000	Ladder Truck Service	481,614	505,402	538,253	6.5%		565,166	5.0%
228.73.01.05420.000	Utilities	15,479	16,050	16,451	2.5%		16,863	2.5%
228.73.01.05440.000	Buildings & Grounds Maint.	1,360	4,875	5,000	2.6%		5,000	0.0%
228.73.01.05580.000	Insurance Expense General Liability and Worker's Comp Property, Earth, Flood Insurance	13,110	13,639	13,227	-3.0%	11,774 2,512	14,286	8.0%
228.73.01.05671.000	Fuel & Oil Mobile EOC	0	250	250	0.0%	250	250	0.0%
228.73.01.05740.000	Minor Equip Purchase	10,681	25,000	25,000	0.0%		25,000	0.0%
228.73.01.05916.000	Indirect Costs	3,720	4,240	4,067	-4.1%		4,140	1.8%
<b>TOTAL EMERGENCY SERVICES UPGRADE</b>		<b>3,693,336</b>	<b>4,062,254</b>	<b>4,407,268</b>	<b>8.5%</b>		<b>4,673,876</b>	<b>6.0%</b>
<b>Total Fire Services Program</b>		<b>3,693,336</b>	<b>4,062,254</b>	<b>4,407,268</b>	<b>8.5%</b>		<b>4,673,876</b>	<b>6.0%</b>



**Engineering Services  
Program**

## Engineering Program

A primary function of the Public Works Department, the Engineering Program oversees the design and construction of public improvements for private development and City capital improvement projects. The Program regulates the issuance of grading, encroachment, and oversized load permits, and oversees plan check and inspections for on-site and off-site infrastructure improvements, ensures conformance to City Standards, provides project management, and administers contracts for City and Housing Authority projects.

The Engineering Program also represents the City in regional compliance programs such as National Pollution Discharge Elimination System (NPDES) and Air Quality Management District (AQMD), and on transportation programs with the Coachella Valley Association of Governments (CVAG) and the Riverside County Transportation Commission (RCTC), and interacts with the Coachella Valley Water District (CVWD) on various projects.

The Traffic Engineering component of the program provides for system monitoring and design in the event new traffic signals, directional and regulatory signs, traffic striping, and implementation of detours becomes necessary.

### Initiatives

- Explore grant funding opportunities for City projects
- Implement Capital Improvement Program

### Program Staffing Allocation

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Public Works Director	0.41	0.41	0.41	0.41
Senior Engineer	0.00	0.71	0.71	0.71
Assistant Engineer II	0.71	0.00	0.00	0.00
Administrative Assistant	0.40	0.40	0.40	0.40
Management Analyst	0.77	0.77	0.77	0.77
<b>Total Full Time Equivalents</b>	<b>2.29</b>	<b>2.29</b>	<b>2.29</b>	<b>2.29</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
Development Plan Check	53	55	60	60
Parcel Mergers	1	5	2	2
Lot Line Adjustments	2	2	3	3
Capital Improvement Projects	10	12	19	6
<b>Permits</b>				
Encroachment	71	80	85	90
Grading	47	50	50	50
Oversized Load	3	14	15	15
<b>NPDES</b>				
Inspections	-	46	46	46
Professional	-	4	8	8
Construction	-	2	1	1
<b>Contracts</b>				
Maintenance	-	1	1	1
Professional	20	10	13	13
Construction	11	13	20	10
<b>Other</b>				
General Counter Requests	56	60	70	75
Right-of-Way Requests	105	110	115	120

# Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.82.01.05110.000 Regular Employees (2.29 FTE)	219,889	265,983		254,493	-4.3%		260,766	2.5%
101.82.01.05210.000 Retirement - Employee	64	0		0	0.0%		0	0.0%
101.82.01.05211.000 Retirement - Employer	23,238	39,422		31,211	-20.8%		33,991	8.9%
101.82.01.05220.000 FICA	15,403	18,933		18,116	-4.3%		18,580	2.6%
101.82.01.05230.000 Group Insurance	33,554	62,949		57,229	-9.1%		61,868	8.1%
101.82.01.05240.000 OPEB Benefit	53,300	54,367		63,623	17.0%		65,191	2.5%
101.82.01.05251.000 Retirement 401A	5,413	6,650		6,362	-4.3%		6,519	2.5%
101.82.01.05260.000 Vehicle/Cell Allowance	2,026	2,446		2,446	0.0%		2,446	0.0%
101.82.01.05261.000 Employee FICA Benefit	11,387	15,076		14,426	-4.3%		14,799	2.6%
<b>Total Salary and Benefits</b>	<b>364,274</b>	<b>465,826</b>		<b>447,906</b>	<b>-3.8%</b>		<b>464,160</b>	<b>3.6%</b>
101.82.01.05310.000 Professional Services	0	62,145		67,000	7.8%		67,000	0.0%
Other Contracted Services			45,000			45,000		
Permit Reference Software (Eden)			20,000			20,000		
Plan Room /Public Noticing/Newspaper Ads			2,000			2,000		
101.82.01.05320.000 Engineering Services	118,872	49,900		70,100	40.5%		70,100	0.0%
Traffic Engineering (Hartzog & Crabill)			39,000			39,000		
Engineering Plan Check (SCES, LLA, Plan Check, Parcel/Tract Map)			20,000			20,000		
Riverside County Flood Control			5,100			5,100		
State Water Resources Control (NPDES)			6,000			6,000		
101.82.01.05530.000 Postage	311	200		200	0.0%		200	0.0%
101.82.01.05550.000 Professional Development	9,039	7,600		15,000	97.4%		15,000	0.0%
League of CA Cities (2)			5,000			5,000		
Strategic Planning			800			800		
MMASC (2)			2,500			2,500		
Subdivision Map Act (1)			500			500		
Misc. Grant Funding (1)			1,500			1,500		
Public Engagement (1)			3,000			3,000		
Stormwater Conference (1)			700			700		
Leadership Coachella Valley			1,000			1,000		
101.82.01.05570.000 Membership & Dues	494	650		1,715	163.8%		1,715	0.0%
APWA Membership/Luncheons			1,600			1,600		
Civil Eng. License (1)			115			115		
101.82.01.05610.000 Office Expense	806	800		1,200	50.0%		800	-33.3%
101.82.01.05916.000 Indirect Costs	13,106	14,936		14,329	-4.1%		14,587	1.8%
101.82.01.05995.000 Reimb. Credit	(4,000)	(30,050)		(31,500)	4.8%		(30,050)	-4.6%
<b>TOTAL GENERAL FUND</b>	<b>502,902</b>	<b>572,007</b>		<b>585,950</b>	<b>2.4%</b>		<b>603,512</b>	<b>3.0%</b>

## Program Budget continued

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>TRAFFIC SAFETY FUND</b>								
202.82.01.05990.000 Operating Expenses	20,529	28,050		27,500	-2.0%		28,050	2.0%
<b>TOTAL TRAFFIC SAFETY FUND</b>	<b>20,529</b>	<b>28,050</b>		<b>27,500</b>	<b>-2.0%</b>		<b>28,050</b>	<b>2.0%</b>
<b>SCAQMD FUND</b>								
210.82.01.05330.000 Other Contracted Services CVAG/AB 2766/PM 10 Program	5,065	6,458		6,300	-2.4%		6,458	2.5%
<b>TOTAL SCAQMD FUND</b>	<b>5,065</b>	<b>6,458</b>		<b>6,300</b>	<b>-2.4%</b>		<b>6,458</b>	<b>2.5%</b>
<b>GAS TAX FUND-ENGIN/ADMIN</b>								
218.82.01.05990.000 Operating Expense	4,000	2,000		4,000	100.0%		2,000	-50.0%
<b>TOTAL GAS TAX FUND-ENGIN/ADMIN</b>	<b>4,000</b>	<b>2,000</b>		<b>4,000</b>	<b>100.0%</b>		<b>2,000</b>	<b>-50.0%</b>
<b>Total Engineering Program</b>	<b>532,496</b>	<b>608,515</b>		<b>623,750</b>	<b>2.5%</b>		<b>640,020</b>	<b>2.6%</b>



**Maintenance Services  
Program**

## Maintenance Services Program

The Maintenance Services Program within the Public Works Department is responsible for the service and upkeep of all City right-of-way and City-owned facilities. The Program utilizes three (3) maintenance workers and a Maintenance Supervisor to oversee and perform these duties. The principal areas of responsibility include landscape management, building maintenance, repair of public roads and sidewalks, litter and graffiti removal, sign repair and replacement, vehicle maintenance, street sweeping, storm drain cleanout and repair, and safety lighting.

The program also includes traffic maintenance, providing scheduled upkeep and replacement of the City's traffic system.

## Initiatives

- Actively monitor the health and viability of City trees
- Ensure compliance with applicable regulation changes
- Implement Pavement Management Program to preserve quality roadways
- Maintain the safety and accessibility of public walkways
- Ensure City water system efficiency and compliance with Water District regulations without sacrificing landscape quality

## Program Staff Allocation

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Public Works Director	0.32	0.33	0.33	0.33
Senior Engineer	0.00	0.20	0.20	0.20
Assistant Engineer II	0.20	0.00	0.00	0.00
Administrative Assistant	0.53	0.53	0.53	0.53
Management Analyst	0.10	0.10	0.10	0.10
Public Works Superintendent	0.00	0.00	0.00	0.00
Landscape Specialist	0.00	0.00	0.00	0.00
Maintenance Supervisor	0.50	0.51	0.51	0.51
Sr. Electrical Maintenance Tech	0.00	0.00	0.00	0.00
Maintenance Worker II	0.50	0.51	0.51	0.51
Maintenance Worker I	0.45	0.45	0.45	0.45
Maintenance Worker I	0.45	0.45	0.45	0.45
<b>Total Full Time Equivalents</b>	<b>3.05</b>	<b>3.08</b>	<b>3.08</b>	<b>3.08</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
Graffiti (ea)	42	96	75	75
Pot Hole Repair (ea)	20	38	35	35
Sidewalk Repair (sq ft)	130	400	800	800
Curb & Gutter (lf)	120	200	100	100
Backhoe Labor (hrs)	75	36	100	100
Accident/Motorist Response (ea)	9	8	12	12
Road/Right-of-Way Debris (ea)	40	49	36	36
Storm Drain Cleaning (tonage)	18	24	24	24
Hazmat Cleanup (gal)	5	3	12	12
ER After-Hours Calls (ea)	16	18	24	24
Animal Control/Pickup (ea)	12	2	24	24
Plumbing Repair (ea)	14	29	12	12
Fire Station Repairs (ea)	20	19	36	36
Masonry Repair (sf)	100	100	150	150
Signal Head Indication/Repair (ea)	16	6	12	12
PED Buttons Troubleshoot (ea)	5	2	12	12
Red Flash Repairs (ea)	12	5	12	12

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
101.83.01.05110.000 Regular Employees (3.08 FTE)	265,860	289,239		285,998	-1.1%		293,026	2.5%
101.83.01.05210.000 Retirement - Employee	72	0		0	0.0%		0	0.0%
101.83.01.05211.000 Retirement - Employer	28,557	43,148		31,515	-27.0%		34,381	9.1%
101.83.01.05220.000 FICA	20,263	21,023		20,790	-1.1%		21,315	2.5%
101.83.01.05230.000 Group Insurance	57,323	72,391		71,893	-0.7%		77,752	8.1%
101.83.01.05240.000 OPEB Benefit	70,989	72,410		71,499	-1.3%		73,257	2.5%
101.83.01.05251.000 Retirement 401A	6,532	7,231		7,150	-1.1%		7,326	2.5%
101.83.01.05260.000 Vehicle/Cell Allowance	1,895	2,501		2,545	1.8%		2,545	0.0%
101.83.01.05261.000 Employee FICA Benefit	15,235	16,829		16,643	-1.1%		17,066	2.5%
<b>Total Salary and Benefits</b>	<b>466,726</b>	<b>524,772</b>		<b>508,033</b>	<b>-3.2%</b>		<b>526,668</b>	<b>3.7%</b>
101.83.01.05330.000 Other Contracted Services	2,365	5,000		9,320	86.4%		9,320	0.0%
DAKTrak (ADA Software)			2,000			2,000		
Facility Dude			7,320			7,320		
101.83.01.05420.000 Utilities	13,868	23,000		26,500	15.2%		26,500	0.0%
101.83.01.05420.202 Utilities	15,289	19,000		19,000	0.0%		19,000	0.0%
101.83.01.05430.000 Equipment Rental	19,334	15,000		15,000	0.0%		15,000	0.0%
101.83.01.05440.000 Building & Grounds Maint.	71,944	107,850		94,050	-12.8%		94,050	0.0%
Janitorial Services			46,000			46,000		
IW Plaza Assessments (45300 Club Drive)			6,450			6,450		
City Towel/Mats/Air Freshener/Soap Dispenser			3,500			3,500		
Roof Maintenance			15,000			15,000		
Security/Fire Alarm Monitoring Services			4,000			4,000		
Indoor Plant Maintenance Services			2,700			2,700		
Civic Center Pest Control Services			1,400			1,400		
Misc - Workspace, Plumbing & Repairs			15,000			15,000		
101.83.01.05450.000 Infrastructure	96,524	144,200		123,500	-14.4%		123,500	0.0%
City Street Sweeping			53,000			53,000		
Street Striping			10,000			10,000		
Concrete Repair			20,000			20,000		
Storm Drain Cleaning			21,000			21,000		
Signage			7,000			7,000		
Traffic Signal Programing (AEGIS/St. Francis)			12,500			12,500		
101.83.01.05450.202 Infrastructure	21,638	28,200		28,200	0.0%		28,200	0.0%
Shared Maintenance (Palm Desert)			9,250			9,250		
JTB Supply/Zumar/Main St. Supplies			14,450			14,450		
Share Signal Maintenance (La Quinta)			4,500			4,500		
101.83.01.05460.000 Vehicle Maintenance	6,452	15,000		15,000	0.0%		15,000	0.0%
101.83.01.05470.000 Equipment Maintenance	16,175	15,000		15,000	0.0%		15,000	0.0%
101.83.01.05550.000 Professional Development	2,177	2,225		2,800	25.8%		2,800	0.0%
Training			2,800			2,800		
101.83.01.05570.000 Membership & Dues	274	400		525	31.3%		525	0.0%
APWA			525			525		
101.83.01.05590.000 Holiday Decorations	7,577	5,000		5,000	0.0%		5,000	0.0%
City Hall Holiday Decorations								

## Program Budget continued

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
101.83.01.05610.000 Office Expense	2,686	1,200		1,580	31.7%		1,580	0.0%
101.83.01.05620.000 Reference Materials	597	400		400	0.0%		400	0.0%
101.83.01.05640.000 Operating/Maint Materials	38,086	30,000		34,750	15.8%		34,750	0.0%
Fulton -Janitorial Supplies			4,900			4,900		
Home Depot			5,000			5,000		
Prudential Overall Supply			6,850			6,850		
Staples- Janitorial Supplies			500			500		
Palm Desert Ace Hardware			1,200			1,200		
Paint			2,000			2,000		
Misc Tools			5,000			5,000		
Lowe's			4,800			4,800		
Desert Electric			4,500			4,500		
Other Operating Supplies			25,250			25,250		
101.83.01.05650.000 Minor Equipment	24,606	30,000		25,000	-16.7%		25,000	0.0%
101.83.01.05660.000 Uniforms & Clothing	1,712	3,000		3,000	0.0%		3,000	0.0%
101.83.01.05671.000 Fuel & Oil	11,625	15,000		15,000	0.0%		15,000	0.0%
101.83.01.05916.000 Indirect Costs	17,455	19,893		19,272	-3.1%		19,619	1.8%
101.83.01.05995.000 Reimb. Credit	(151,672)	(116,750)		(143,210)	22.7%		(146,074)	2.0%
<b>TOTAL GENERAL FUND</b>	<b>685,438</b>	<b>887,390</b>		<b>817,720</b>	<b>-7.9%</b>		<b>833,838</b>	<b>2.0%</b>
<b>GAS TAX FUND - 2103</b>								
214.83.01.05990.000 Operating Expenses	22,526	22,151		47,539	114.6%		48,490	2.0%
<b>TOTAL GAS TAX FUND - 2103</b>	<b>22,526</b>	<b>22,151</b>		<b>47,539</b>	<b>114.6%</b>		<b>48,490</b>	<b>2.0%</b>
<b>GAS TAX FUND - 2105</b>								
215.83.01.05990.000 Operating Expenses	40,000	30,420		31,009	1.9%		31,629	2.0%
<b>TOTAL GAS TAX FUND - 2105</b>	<b>40,000</b>	<b>30,420</b>		<b>31,009</b>	<b>1.9%</b>		<b>31,629</b>	<b>2.0%</b>
<b>GAS TAX FUND - 2106</b>								
216.83.01.05990.000 Operating Expenses	30,000	23,465		23,942	2.0%		24,421	2.0%
<b>TOTAL GAS TAX FUND - 2106</b>	<b>30,000</b>	<b>23,465</b>		<b>23,942</b>	<b>2.0%</b>		<b>24,421</b>	<b>2.0%</b>
<b>GAS TAX FUND - 2107</b>								
217.83.01.05990.000 Operating Expenses	38,617	39,841		40,720	2.2%		41,534	2.0%
<b>TOTAL GAS TAX FUND - 2107</b>	<b>38,617</b>	<b>39,841</b>		<b>40,720</b>	<b>2.2%</b>		<b>41,534</b>	<b>2.0%</b>
<b>GAS TAX FUND - RMRA</b>								
219.83.01.05990.000 Operating Expenses	0	124,178		92,259	-25.7%		94,565	2.5%
<b>TOTAL GAS TAX FUND - RMRA</b>	<b>0</b>	<b>124,178</b>		<b>92,259</b>	<b>-25.7%</b>		<b>94,565</b>	<b>2.5%</b>
<b>Total Maintenance Services Program</b>	<b>816,581</b>	<b>1,127,445</b>		<b>1,053,189</b>	<b>-6.6%</b>		<b>1,074,477</b>	<b>2.0%</b>



**Recycling & Solid  
Waste  
Program**

## Recycling and Solid Waste Program

The Recycling and Solid Waste Program is responsible for the collection of residential waste and compliance with State Mandate Assembly Bill 939 to avert at least 50% (percent) of all solid waste collection in the city through a combination of recycling and green waste diversion. This Program is overseen by the Public Works Department and is funded by a levy charged upon all residential properties within the city.

### Initiatives

- Comply with State Mandated waste diversion requirement of 75% by 2020

### Program Staff Allocation

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Public Works Director	0.01	0.01	0.01	0.01
Senior Engineer	0.00	0.01	0.01	0.01
Assistant Engineer II	0.01	0.00	0.00	0.00
Administrative Assistant	0.01	0.01	0.01	0.01
<b>Total Full Time Equivalents</b>	<b>0.03</b>	<b>0.03</b>	<b>0.03</b>	<b>0.03</b>

### Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
Solid Waste Diversion (Percent)	82	85	82	85

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>AB 939 RECYCLING FUND</b>								
<b>Recycling Program</b>								
247.27.08.05310.000 Professional Services WM Recycling Coordinator	35,000	35,000		36,000	2.9%		37,000	2.8%
247.27.08.05530.000 Postage & Delivery	0	0		0	0.0%		0	0.0%
247.27.08.05540.000 Printing	0	0		0	0.0%		0	0.0%
<b>TOTAL AB 939 RECYCLING FUND</b>	<b>35,000</b>	<b>35,000</b>		<b>36,000</b>	<b>2.9%</b>		<b>37,000</b>	<b>2.8%</b>
<b>SOLID WASTE FUND</b>								
<b>Solid Waste Program</b>								
248.27.08.05110.000 Regular Employees (0.03 FTE)	3,301	3,834		3,713	-3.2%		3,805	2.5%
248.27.08.05210.000 Retirement - Employee	1	0		0	0.0%		0	0.0%
248.27.08.05211.000 Retirement - Employer	353	576		434	-24.7%		473	9.0%
248.27.08.05220.000 FICA	220	259		251	-3.1%		258	2.8%
248.27.08.05230.000 Group Insurance	526	701		828	18.1%		896	8.2%
248.27.08.05240.000 OPEB Benefit	698	712		928	30.3%		951	2.5%
248.27.08.05251.000 Retirement 401A	82	96		93	-3.1%		95	2.2%
248.27.08.05260.000 Vehicle/Cell Allowance	40	45		45	0.0%		45	0.0%
248.27.08.05261.000 Employee FICA Benefit	160	203		197	-3.0%		202	2.5%
<b>Total Salary and Benefits</b>	<b>5,381</b>	<b>6,426</b>		<b>6,489</b>	<b>1.0%</b>		<b>6,725</b>	<b>3.6%</b>
248.27.08.05310.000 Professional Services	932,000	955,300		979,182	2.5%		1,003,662	2.5%
248.27.08.05530.000 Postage & Delivery	0	0		0	0.0%		0	0.0%
248.27.08.05580.000 Insurance Expense General Liability and Worker's Comp	486	496	447	447	-9.8%	483	483	8.0%
248.27.08.05916.000 Indirect Costs	172	196		188	-4.2%		191	1.8%
<b>TOTAL SOLID WASTE FUND</b>	<b>938,038</b>	<b>962,418</b>		<b>986,306</b>	<b>2.5%</b>		<b>1,011,061</b>	<b>2.5%</b>
<b>Total Recycling &amp; Solid Waste Program</b>	<b>973,038</b>	<b>997,418</b>		<b>1,022,306</b>	<b>2.5%</b>		<b>1,048,061</b>	<b>2.5%</b>



**Landscaping & Lighting  
Maintenance Districts  
Program**

## Landscape and Lighting Maintenance Districts (LLMD) Program

The Landscape and Lighting Maintenance District Program provides maintenance services for the landscaping and lighting needs in these areas. There are three categories of LLMD's: General Fund Districts, Contract Districts, and Pass through Districts. The City contracts for maintenance of the landscape and lighting facilities for the General Fund and Contract LLMD areas. The Pass-through Districts provide maintenance for their respective frontage areas. Landscape Maintenance includes mowing, fertilizing, weed abatement, planting, and irrigation. Lighting Maintenance includes activities ensuring the function of the district's lighting features such as wire repair, bulb replacement and fixture repair.

### Initiatives

- Implement consistencies in plant pallets
- Implement water conservation measures

### Program Staffing Allocation (General Fund Area only)

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Public Works Director	0.10	0.10	0.10	0.10
Senior Engineer	0.00	0.05	0.05	0.05
Assistant Engineer II	0.05	0.00	0.00	0.00
Administrative Assistant	0.05	0.05	0.05	0.05
Maintenance Supervisor	0.43	0.43	0.43	0.43
Maintenance Worker II	0.44	0.44	0.44	0.44
Maintenance Worker I	0.50	0.50	0.50	0.50
Maintenance Worker I	0.50	0.50	0.50	0.50
<b>Total Full Time Equivalents</b>	<b>2.07</b>	<b>2.07</b>	<b>2.07</b>	<b>2.07</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
Maintained Landscape Area (Acres)	71.7	71.7	71.7	71.7
Landscape Maintenance Cost	\$ 592,157	\$ 592,157	\$ 592,157	\$ 650,000
Flowers Planted (Flats)	3,300	3,300	3,600	3,600
Fertilizer (Qty 50-lb bags)	500	500	500	500
Irrigation - Water (Gallons)	8,500,000	8,500,000	8,500,000	8,500,000
Bollard Lighting	N/A	118	250	250
Palm Tree Lighting	N/A	12	150	150
Tombstone Lighting	N/A	4	175	175
Shrub R&R	N/A	100	500	500
Irrigation Repairs	N/A	14	125	125
Mulch Installation	N/A	100	250	250
Palm Trees R&R	N/A	5	40	40
Masonry R&R	N/A	10	25	25

## City Parkways Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GENERAL FUND</b>								
<b>City Parkways</b>								
101.84.20.05110.000 Regular Employees (2.07 FTE)	162,886	161,700		161,380	-0.2%		165,333	2.4%
101.84.20.05210.000 Retirement - Employee	35	0		0	0.0%		0	0.0%
101.84.20.05211.000 Retirement - Employer	16,881	24,266		17,808	-26.6%		19,429	9.1%
101.84.20.05220.000 FICA	12,873	12,025		12,016	-0.1%		12,314	2.5%
101.84.20.05230.000 Group Insurance	37,085	53,174		44,359	-16.6%		47,962	8.1%
101.84.20.05240.000 OPEB Benefit	48,179	49,144		40,345	-17.9%		41,333	2.4%
101.84.20.05251.000 Retirement 401A	3,993	4,043		4,035	-0.2%		4,133	2.4%
101.84.20.05260.000 Vehicle/Cell Allowance	985	1,241		1,241	0.0%		1,241	0.0%
101.84.20.05261.000 Employee FICA Benefit	9,754	9,680		9,676	0.0%		9,917	2.5%
<b>Total Salary and Benefits</b>	<b>292,671</b>	<b>315,273</b>		<b>290,860</b>	<b>-7.7%</b>		<b>301,662</b>	<b>3.7%</b>
101.84.20.05420.000 Utilities	93,660	117,000		120,000	2.6%		120,000	0.0%
101.84.20.05440.000 Bldg & Grounds Maintenance	492,178	515,447		529,004	2.6%		531,269	0.4%
Citywide Landscaping			230,310			230,310		
Extra Landscape Services			45,000			45,000		
Tree Removal Services			4,500			4,500		
City of Palm Desert Median Maintenance			15,650			15,650		
Channel Maintenance			50,000			50,000		
Horticultural Services			12,000			12,000		
Arborist Services			6,000			6,000		
City of La Quinta Median Maintenance			4,400			4,400		
Water Feature Maintenance			19,450			19,450		
IW Plaza Association			10,945			10,945		
Pest Control			240			240		
Traffic Control			5,000			5,000		
City portion of LLMD A8			75,509			77,774		
Misc./Other			25,000			25,000		
Channel Emergency Maintenance			25,000			25,000		
101.84.20.05640.000 Maint. and Capital Replacement	102,378	104,855		106,900	2.0%		108,900	1.9%
Annual Planting			32,000			34,000		
Electrical Upgrades			11,500			11,500		
Irrigation Upgrades			22,500			22,500		
Fertilizer			9,060			9,060		
Minor Supplies			16,350			16,350		
Misc./Other			15,490			15,490		
101.84.20.05916.000 Indirect Costs	11,847	13,501		12,952	-4.1%		13,185	1.8%
101.84.20.05995.000 Reimb. Credit	(210,833)	(262,650)		(270,530)	3.0%		(278,645)	3.0%
<b>TOTAL GENERAL FUND</b>	<b>781,900</b>	<b>803,426</b>		<b>789,186</b>	<b>-1.8%</b>		<b>796,372</b>	<b>0.9%</b>
<b>MEASURE "A" FUND</b>								
204.84.20.05990.000 Operating Expenses	210,833	262,650		270,530	3.0%		278,645	3.0%
<b>TOTAL MEASURE "A" FUND</b>	<b>210,833</b>	<b>262,650</b>		<b>270,530</b>	<b>3.0%</b>		<b>278,645</b>	<b>3.0%</b>
<b>Total City Parkways Program</b>	<b>992,733</b>	<b>1,066,076</b>		<b>1,059,716</b>	<b>-0.6%</b>		<b>1,075,017</b>	<b>1.4%</b>

## Eldorado Drive LLMD (Zone A1)

The District comprises the Eldorado Drive medians between Highway 111 and Fairway Drive. The District is managed by the City through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Eldorado Drive LLMD A1</b>								
271.84.01.05310.000 Professional Services	2,015	2,000		2,100	5.0%		2,163	3.0%
271.84.01.05420.000 Utilities	4,714	5,400		5,500	1.9%		5,665	3.0%
271.84.01.05440.000 Building & Grounds Maint.	19,900	28,800		20,000	-30.6%		20,600	3.0%
271.84.01.05640.000 Maintenance Materials	0	5,500		5,500	0.0%		5,500	0.0%
<b>Total Eldorado Drive LLMD</b>	<b>26,629</b>	<b>41,700</b>		<b>33,100</b>	<b>-20.6%</b>		<b>33,928</b>	<b>2.5%</b>

## Montecito/Stardust LLMD (Zone A2)

The District fronts Rancho Palmeras Estates located along the southwest corner of Highway 111 and Rancho Palmeras Drive. The District is managed by the City through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Montecito/Stardust LLMD A2</b>								
272.84.02.05310.000 Professional Services	315	320		350	9.4%		378	8.0%
272.84.02.05420.000 Utilities	4,073	4,600		5,000	8.7%		5,400	8.0%
272.84.02.05440.000 Building & Grounds Maint.	8,400	9,450		10,250	8.5%		11,070	8.0%
272.84.02.05640.000 Maintenance Materials	3,333	3,550		3,750	5.6%		4,050	8.0%
<b>Total Montecito/Stardust LLMD</b>	<b>16,121</b>	<b>17,920</b>		<b>19,350</b>	<b>8.0%</b>		<b>20,898</b>	<b>8.0%</b>

### Casa Dorado LLMD (Zone A3)

The District is located along the southeast corner of Highway 111 and Rancho Palmeras Drive. The Casa Dorado LLMD operates as a Pass-through District. The District is managed by the Casa Dorado Homeowner's Association through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Casa Dorado LLMD A3</b>								
273.84.03.05310.000 Professional Services	656	700		700	0.0%		721	3.0%
273.84.03.05330.000 Other Contracted Services	22,725	23,425		23,500	0.3%		24,205	3.0%
<b>Total Casa Dorado LLMD</b>	<b>23,381</b>	<b>24,125</b>		<b>24,200</b>	<b>0.3%</b>		<b>24,926</b>	<b>3.0%</b>

### The Cove LLMD (Zone A5B)

The District is located along the west side of Cook Street fronting The Cove development. The Cove LLMD operates as a Pass-through District. The District is managed by the Cove Homeowner's Association through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>The Cove LLMD A5B</b>								
274.84.07.05310.000 Professional Services	344	400		400	0.0%		412	3.0%
274.84.07.05330.000 Other Contracted Services	19,000	19,575		20,300	3.7%		20,909	3.0%
<b>Total The Cove LLMD</b>	<b>19,344</b>	<b>19,975</b>		<b>20,700</b>	<b>3.6%</b>		<b>21,321</b>	<b>3.0%</b>

### IWGR Entrance LLMD (Zone A8)

The District is located along the north side of Highway 111 fronting the Indian Wells Golf Resort. The District is managed by the City through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>SH 111/IWGR (Entrance) LLMD A8</b>								
275.84.08.05310.000 Professional Services	70	200		200	0.0%		206	3.0%
275.84.08.05420.000 Utilities	43,420	49,200		51,000	3.7%		52,530	3.0%
275.84.08.05440.000 Building & Grounds Maint.	125,500	137,000		142,000	3.6%		146,260	3.0%
275.84.08.05640.000 Maintenance Materials	7,485	9,500		10,000	5.3%		10,200	0.0%
<b>Total SH 111/IWGR (Entrance) LLMD</b>	<b>176,475</b>	<b>195,900</b>		<b>203,200</b>	<b>3.7%</b>		<b>209,196</b>	<b>3.0%</b>

## Hwy 111/Club Drive (Zone A11A)

The District is located along the south side of Highway 111 fronting the Miramonte Resort and Spa. The District is managed by the City through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Club/IW Lane LLMD A11A</b>								
276.84.11.05310.000 Professional Services	59	100		100	0.0%		103	3.0%
276.84.11.05420.000 Utilities	1,225	2,000		2,000	0.0%		2,060	3.0%
276.84.11.05440.000 Building & Grounds Maint.	15,300	15,900		16,500	3.8%		16,995	3.0%
276.84.11.05640.000 Maintenance Materials	136	550		500	-9.1%		515	3.0%
<b>Total Club/IW Lane LLMD</b>	<b>16,720</b>	<b>18,550</b>		<b>19,100</b>	<b>3.0%</b>		<b>19,673</b>	<b>3.0%</b>

## Club Drive LLMD (Zone A11C)

The District is located along the south side of Highway 111 fronting the Indian Wells Resort Hotel and the Indian Wells Plaza professional office center. The District is managed by the City through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Club, South of 111 LLMD A11C</b>								
284.84.13.05310.000 Professional Services	43	100		100	0.0%		103	3.0%
284.84.13.05420.000 Utilities	124	770		800	3.9%		824	3.0%
284.84.13.05440.000 Building & Grounds Maint.	8,250	6,280		6,500	3.5%		6,695	3.0%
284.84.13.05640.000 Maintenance Materials	523	975		1,000	2.6%		1,030	3.0%
<b>Total Club, South of 111 LLMD</b>	<b>8,940</b>	<b>8,125</b>		<b>8,400</b>	<b>3.4%</b>		<b>8,652</b>	<b>3.0%</b>

## Colony LLMD (Zone C)

The District is located along the south side of Highway 111 fronting The Colony development. The District is managed by the City through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Colony LLMD C</b>								
277.84.15.05310.000 Professional Services	344	350		350	0.0%		361	3.0%
277.84.15.05420.000 Utilities	2,135	4,825		5,000	3.6%		5,150	3.0%
277.84.15.05440.000 Building & Grounds Maintenanc	41,250	47,000		49,000	4.3%		50,470	3.0%
277.84.15.05640.000 Maintenance Materials	0	5,000		5,000	0.0%		5,000	0.0%
<b>Total Colony LLMD</b>	<b>43,729</b>	<b>57,175</b>		<b>59,350</b>	<b>3.8%</b>		<b>60,981</b>	<b>2.7%</b>

## Colony Cove Estates LLMD (Zone D)

The District is located along the south side of Highway 111 fronting the Colony Cove Estates development. The District is managed by the City through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Colony Cove Estates LLMD D</b>								
278.84.17.05310.000 Professional Services	68	100		100	0.0%		103	3.0%
278.84.17.05420.000 Utilities	2,371	2,700		2,800	3.7%		2,884	3.0%
278.84.17.05440.000 Building & Grounds Maintenanc	7,650	7,750		8,000	3.2%		8,240	3.0%
278.84.17.05640.000 Maintenance Materials	0	1,000		1,000	0.0%		1,030	3.0%
<b>Total Colony Cove Estates LLMD</b>	<b>10,088</b>	<b>11,550</b>		<b>11,900</b>	<b>3.0%</b>		<b>12,257</b>	<b>3.0%</b>

## Desert Horizons LLMD (Zone E)

The District is located along the northeast side of Highway 111 and Cook Street fronting the Desert Horizons Country Club. The Desert Horizons LLMD operates as a Pass-through District. The District is managed by the Desert Horizons Homeowner's Association through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Desert Horizons LLMD E</b>								
279.84.18.05310.000 Professional Services	2,861	2,900		3,000	3.4%		3,090	3.0%
279.84.18.05330.000 Other Contracted Services	423,350	445,500		461,000	3.5%		474,830	3.0%
<b>Total Desert Horizons LLMD</b>	<b>426,211</b>	<b>448,400</b>		<b>464,000</b>	<b>3.5%</b>		<b>477,920</b>	<b>3.0%</b>

## Mountain Gate LLMD (Zone A19)

The District is located along the south side of Highway 111 and east of Manitou Drive fronting the Mountain Gate housing development. The District is managed by the City through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Mountain Gate LLMD A19</b>								
280.84.19.05310.000 Professional Services	273	150		300	100.0%		309	3.0%
280.84.19.05420.000 Utilities	850	4,825		5,000	3.6%		5,150	3.0%
280.84.19.05440.000 Building & Ground Maintenanc	25,900	26,850		28,000	4.3%		28,840	3.0%
280.84.19.05640.000 Maintenance Materials	711	3,000		3,000	0.0%		3,090	3.0%
<b>Total Mountain Gate LLMD</b>	<b>27,734</b>	<b>34,825</b>		<b>36,300</b>	<b>4.2%</b>		<b>37,389</b>	<b>3.0%</b>

## Mountain Gate Estates LLMD (Zone A20)

The District is located along the south side of Highway 111 and east of Manitou Drive fronting the Mountain Gate development. The District is managed by the City through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Mountain Gate Estates LLMD A20</b>								
281.84.21.05310.000 Professional Services	94	100		100	0.0%		103	3.0%
281.84.21.05420.000 Utilities	282	1,150		1,200	4.3%		1,236	3.0%
281.84.21.05440.000 Building & Ground Maintenanc	8,550	10,525		11,000	4.5%		11,330	3.0%
281.84.21.05640.000 Maintenance Materials	490	960		1,000	4.2%		1,030	3.0%
<b>Total Mountain Gate Estates LLMD</b>	<b>9,416</b>	<b>12,735</b>		<b>13,300</b>	<b>4.4%</b>		<b>13,699</b>	<b>3.0%</b>

## Villagio LLMD (Zone A21)

The District is located along the south side of Highway 111 and east of Manitou Drive fronting the Villagio development. The District is managed by the City through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Villagio LLMD A21</b>								
282.84.22.05310.000 Professional Services	537	1,000		1,000	0.0%		1,030	3.0%
282.84.22.05420.000 Utilities	2,267	9,750		10,000	2.6%		10,300	3.0%
282.84.22.05440.000 Building & Ground Maintenanc	69,500	74,000		75,000	1.4%		77,250	3.0%
282.84.22.05640.000 Maintenance Materials	706	9,750		10,000	2.6%		10,300	3.0%
<b>Total Villagio LLMD</b>	<b>73,010</b>	<b>94,500</b>		<b>96,000</b>	<b>1.6%</b>		<b>98,880</b>	<b>3.0%</b>

### Vaidya LLMD (Zone A22)

The District is located along the south side of Highway 111 and east of Manitou Drive fronting the Vaidya development. The District is managed by the City through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Vaidya LLMD A22</b>								
283.84.23.05310.000 Professional Services	83	100		100	0.0%		103	3.0%
283.84.23.05420.000 Utilities	87	500		500	0.0%		515	3.0%
283.84.23.05440.000 Building & Ground Maintenanc	2,650	2,950		3,000	1.7%		3,090	3.0%
283.84.23.05640.000 Maintenance Materials	0	1,000		1,000	0.0%		1,030	3.0%
<b>Total Vaidya LLMD</b>	<b>2,820</b>	<b>4,550</b>		<b>4,600</b>	<b>1.1%</b>		<b>4,738</b>	<b>3.0%</b>

### Montelena LLMD (Zone A23)

The District is located along the southeast corner of Highway 111 and Eldorado Drive fronting the Montelena development. The District is managed by the City through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Montelena LLMD A23</b>								
285.84.24.05310.000 Professional Services	370	500		500	0.0%		515	3.0%
285.84.24.05420.000 Utilities	2,040	13,500		14,000	3.7%		14,420	3.0%
285.84.24.05440.000 Building & Ground Maintenanc	46,200	47,175		49,000	3.9%		50,470	3.0%
285.84.24.05640.000 Maintenance Materials	299	4,975		5,000	0.5%		5,150	3.0%
<b>Total Montelena LLMD A23</b>	<b>48,909</b>	<b>66,150</b>		<b>68,500</b>	<b>3.6%</b>		<b>70,555</b>	<b>3.0%</b>

## Sundance LLMD (Zone A25)

The District is located along the southwest corner of Highway 111 and Eldorado Drive fronting the Sundance development. The Sundance LLMD operates as a Pass-through District. The District is managed by the Sundance Homeowner's Association through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Sundance LLMD A25</b>								
286.84.25.05310.000 Professional Services	216	250		250	0.0%		258	3.0%
286.84.25.05330.000 Other Contracted Services	43,139	41,000		41,000	0.0%		42,230	3.0%
286.84.25.05640.000 Maintenance Materials	0	2,700		2,700	0.0%		2,781	3.0%
<b>Total Sundance LLMD</b>	<b>43,355</b>	<b>43,950</b>		<b>43,950</b>	<b>0.0%</b>		<b>45,269</b>	<b>3.0%</b>

## Province LLMD (Zone A26)

The District is located along the southeast corner of Highway 111 and Cook Street fronting the Province development. The Province LLMD operates as a Pass-through District. The District is managed by the Province Homeowner's Association through a landscape contract which is responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Province LLMD A26</b>								
287.84.26.05310.000 Professional Services	629	750		750	0.0%		773	3.0%
287.84.26.05440.000 Building & Ground Maintenanc	166,000	171,000		175,000	2.3%		180,250	3.0%
287.84.26.05640.000 Maintenance Materials	0	1,500		1,500	0.0%		1,500	0.0%
<b>Total Province LLMD</b>	<b>166,629</b>	<b>173,250</b>		<b>177,250</b>	<b>2.3%</b>		<b>182,523</b>	<b>3.0%</b>

## Province Drainage Benefit Assessment District

The District is located along the southeast corner of Highway 111 and Cook Street fronting the Province development. The District maintains drywells developed to remove surface nuisance water and storm water coming from the Province development.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Province DBAD</b>								
288.84.27.05310.000 Professional Services	1,703	2,800		2,800	0.0%		2,800	0.0%
288.84.27.05440.000 Building & Ground Maintenanc	0	20,000		20,000	0.0%		20,000	0.0%
288.84.27.05640.000 Maintenance Materials	0	0		0	0.0%		0	0.0%
<b>Total Province DBAD</b>	<b>1,703</b>	<b>22,800</b>		<b>22,800</b>	<b>0.0%</b>		<b>22,800</b>	<b>0.0%</b>

## Street Lighting District 2000-01

The District is located along the southwest corner of Fred Waring Drive and Warner Trail fronting the Village at Indian Wells development. The District maintains street lighting facilities along Fred Waring Drive.

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>Street Lighting District 2000-01</b>								
251.85.01.05310.000 Professional Services	175	180		180	0.0%		180	0.0%
251.85.01.05420.000 Utilities	0	1,300		1,300	0.0%		1,300	0.0%
<b>Total Street Lighting District 2000-01</b>	<b>175</b>	<b>1,480</b>		<b>1,480</b>	<b>0.0%</b>		<b>1,480</b>	<b>0.0%</b>
<b>Total Landscape Lighting &amp; Maintenance Distric</b>	<b>2,134,123</b>	<b>2,363,736</b>		<b>2,387,196</b>	<b>1.0%</b>		<b>2,442,100</b>	<b>2.3%</b>



**Fire Access  
Maintenance District  
Program**

## **Fire Access Maintenance District No. 1 (FAMD) Program**

Indian Wells Fire Access Maintenance District No. 1 (FAMD) oversees roadway maintenance, security gates, and easements for public safety purposes. A Board of Directors, which includes one (1) representative of the Indian Wells Country Club and six (6) elected resident members, provides direction to a management company responsible for day-to-day operations. The District contracts with Best Best & Krieger for legal advice on a variety of matters including the legal implications of any action, inaction, or decision. The District levies an annual assessment to provide for operations.

### **Initiatives**

- Complete Stormwater Retention Basins along Golf Course

### **Program Staffing Allocations**

There are no staffing allocations for this program.

### **Workload Activity Measures**

There are no Workload Activity Measures designated for this program.

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>FIRE ACCESS MAINTENANCE DISTRICT NO. 1 FUND</b>								
209.86.01.05310.000 Professional Services	111,332	136,838		148,000	8.2%		148,000	0.0%
Management Services			93,000			93,000		
Engineering Services			20,000			20,000		
Legal Services			30,000			30,000		
FAMD Levy Services			5,000			5,000		
209.86.01.05330.000 Other Contracted Services	822,223	907,364		821,000	-9.5%		841,000	2.4%
Security Services Contract			785,000			820,000		
Database and Bar Code Readers (ABD)			6,000			6,000		
Computers, Transponders & Software (AMS)			30,000			15,000		
209.86.01.05420.000 Utilities	17,068	20,085		17,900	-10.9%		18,250	2.0%
Electricity			8,700			8,950		
Water			9,200			9,300		
209.86.01.05440.000 Building & Grounds Maint.	74,857	96,501		118,750	23.1%		93,300	-21.4%
Landscape Maint			24,250			25,500		
Sirt Tags			10,000			10,000		
Irrigation Repairs			10,000			10,000		
Fountain Maint			10,000			10,000		
Gatehouse Repairs			6,000			6,000		
Light Maintenance			2,500			2,500		
Christmas Decorations			8,500			8,750		
Gate Maint			15,000			15,000		
Signage			30,000			3,000		
Pest Control			2,500			2,550		
209.86.01.05450.000 Infrastructure	101,670	107,944		106,500	-1.3%		106,500	0.0%
Street Sweeping			66,500			66,500		
Drain Cleaning			40,000			40,000		
209.86.01.05520.000 Communications	15,490	16,400		17,000	3.7%		17,500	2.9%
209.86.01.05610.000 Office Expense	8,357	9,225		9,000	-2.4%		9,000	0.0%
209.86.01.05630.000 Operating Materials	1,996	1,500		1,500	0.0%		1,500	0.0%
209.86.01.05650.000 Minor Equipment	0	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%
<b>TOTAL FAMD NO. 1 FUND</b>	<b>1,167,993</b>	<b>1,313,357</b>		<b>1,257,150</b>	<b>-4.3%</b>		<b>1,252,550</b>	<b>-0.4%</b>
<b>Total Fire Access Maintenance District No. 1</b>	<b>1,167,993</b>	<b>1,313,357</b>		<b>1,257,150</b>	<b>-4.3%</b>		<b>1,252,550</b>	<b>-0.4%</b>



**INDIAN WELLS**  
CALIFORNIA



**Indian Wells  
Golf Resort  
Program**

**Indian Wells Golf Resort Program**

The City Manager’s Office is responsible for the Indian Wells Golf Resort Program which is accountable for the operation, management and maintenance at the Indian Wells Golf Resort. Expenditures reflect operating and capital costs of the Golf Resort. Day-to-day operations are provided by Troon Golf, LLC consistent with an agreement entered in 2014.

This program also accounts for the direct City-related costs of operating the Golf Resort that are separate and apart from the operating costs incurred under the management contract. These costs include direct staff charges and administrative expenses. Channel maintenance is paid out of the City Parkways Budget (LLMD).

**Initiatives**

- Improve the Financial Condition of the Indian Wells Golf Resort
- Proactively solicit and market group outings and tournaments
- Capture rounds/revenues from other resorts/hotels in the Coachella Valley
- Construct improvements to the kitchen

**Program Staffing Allocations**

<b>Full Time Equivalents</b>	<b>FY2017/18</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>
City Manager	0.25	0.25	0.25	0.25
Assistant to the City Manager	0.10	0.10	0.00	0.00
Deputy City Manager	0.00	0.00	0.10	0.10
City Clerk	0.05	0.05	0.05	0.05
Community Services Director	0.05	0.05	0.00	0.00
Finance Director	0.15	0.15	0.15	0.15
Assistant Finance Director	0.02	0.05	0.05	0.05
Senior Accountant	0.03	0.00	0.00	0.00
Accounting Technician III	0.05	0.05	0.05	0.05
Accounting Technician II	0.05	0.05	0.05	0.05
Public Works Director	0.05	0.05	0.05	0.05
Management Analyst	0.03	0.03	0.03	0.03
Maintenance Supervisor	0.01	0.01	0.01	0.01
<b>Total Full Time Equivalents</b>	<b>0.84</b>	<b>0.84</b>	<b>0.79</b>	<b>0.79</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
Golf Rounds - total	74,828	75,289	76,042	76,802
Resident Rounds	16,324	16,851	17,020	17,190
Resident Guest Rounds	6,201	6,686	6,753	6,820
Hotel Rounds	5,483	5,537	5,537	5,537
Resident Covers	16,145	17,328	17,501	17,676
Total Covers	217,510	270,877	272,027	281,547

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>GOLF RESORT FUND</b>								
<b>Golf Resort Contract</b>								
560.67.01.05050.000 Operations Cost of Sales Operating Expense	13,564,795	14,432,937	2,409,905 11,918,634	14,328,539	-0.7%	2,482,202 12,276,193	14,758,395	3.0%
<b>Total Golf Resort Contract</b>	<b>13,564,795</b>	<b>14,432,937</b>		<b>14,328,539</b>	<b>-0.7%</b>		<b>14,758,395</b>	<b>3.0%</b>
<b>Golf Resort Administration</b>								
560.67.02.05110.000 Regular Employees (0.79 FTE)	158,731	140,046		149,955	7.1%		153,673	2.5%
560.67.02.05210.000 Retirement - Employee	51	0		0	0.0%		0	0.0%
560.67.02.05211.000 Retirement - Employer	17,608	20,975		20,277	-3.3%		22,058	8.8%
560.67.02.05220.000 FICA	8,834	7,930		8,486	7.0%		8,718	2.7%
560.67.02.05230.000 Group Insurance	19,456	22,688		22,839	0.7%		24,725	8.3%
560.67.02.05240.000 OPEB Benefit	18,389	18,755		37,489	99.9%		38,418	2.5%
560.67.02.05251.000 Retirement 401A	3,644	8,001		9,374	17.2%		9,467	1.0%
560.67.02.05260.000 Vehicle/Cell Allowance	2,974	2,660		3,100	16.5%		3,230	4.2%
560.67.02.05261.000 Employee FICA Benefit	6,036	5,899		6,312	7.0%		6,489	2.8%
<b>Total Salary and Benefits</b>	<b>235,722</b>	<b>226,954</b>		<b>257,832</b>	<b>13.6%</b>		<b>266,778</b>	<b>3.5%</b>
560.67.02.05310.000 Professional Services Audit, Golf Resort	25,769	58,000		59,334	2.3%		61,114	3.0%
560.67.02.05440.000 Bldg. & Grounds Maintenance	0	60,845		62,510	2.7%		64,385	3.0%
560.67.02.05450.000 Infrastructure	0	139,686		142,899	2.3%		147,186	0.0%
560.67.02.05580.000 Insurance Expense General Liability and Worker's Comp Property, Earth, Flood Insurance	165,480	123,099	15,702 123,347	139,048	13.0%	16,958 133,215	150,172	8.0%
560.67.02.05590.000 Miscellaneous Charges	0	0		0	0.0%		0	0.0%
560.67.02.05916.000 Indirect Costs	4,807	5,479		4,943	-9.8%		5,032	1.8%
<b>Total Golf Resort Administration</b>	<b>431,779</b>	<b>614,063</b>		<b>666,566</b>	<b>8.6%</b>		<b>694,667</b>	<b>4.2%</b>
<b>Total GOLF RESORT FUND</b>	<b>13,996,574</b>	<b>15,047,000</b>		<b>14,995,105</b>	<b>-0.3%</b>		<b>15,453,063</b>	<b>3.1%</b>



**INDIAN WELLS**  
CALIFORNIA



**Club Drive Property  
Program**

## Club Drive Program

The Club Drive Program accounts for the expenses of the City's Rental property located at 45-200 Club Drive. During fiscal year 2017/18, the city sold the property to an existing tenant. The purchase and sale agreement required the assignment of existing leases. The City closed the Enterprise fund effective June 30, 2019.

## Initiatives

There are no initiatives for this program after June 30, 2018.

## Program Staffing Allocation

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Finance Director	0.01	0.00	0.00	0.00
Assistant Finance Director	0.01	0.00	0.00	0.00
Senior Accountant	0.01	0.00	0.00	0.00
Accounting Technician III	0.01	0.00	0.00	0.00
Accounting Technician II	0.01	0.00	0.00	0.00
Public Works Director	0.01	0.00	0.00	0.00
Public Works Superintendent	0.00	0.00	0.00	0.00
Landscape Specialist	0.00	0.00	0.00	0.00
Maintenance Supervisor	0.01	0.00	0.00	0.00
Maintenance Worker II	0.01	0.00	0.00	0.00
<b>Total Full Time Equivalents</b>	<b>0.07</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Workload Activity Measures

	FY2017/18 Actual	FY2018/19 Estimate	FY2019/20 Estimate	FY2020/21 Estimate
<b>Club Drive</b>				
% Occupancy	100%	0%	0%	0%
Leases	6	0	0	0
Plaza Association meetings	4	0	0	0
<b>Indian Wells Chamber</b>				
HOA meetings	70	0	0	0
Resident Seminars	60	0	0	0
LLMD Served	8	0	0	0

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Year End Estimate	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>CLUB DRIVE PROPERTY FUND</b>								
561.65.01.05110.000 Regular Employees	9,151	8,968		0	-100.0%		0	
561.65.01.05210.000 Retirement - Employee	3	0		0	0.0%		0	
561.65.01.05211.000 Retirement - Employer	1,046	1,336		0	-100.0%		0	
561.65.01.05220.000 FICA	643	587		0	-100.0%		0	
561.65.01.05230.000 Group Insurance	1,606	1,799		0	-100.0%		0	
561.65.01.05240.000 OPEB Benefit	1,630	1,662		0	-100.0%		0	
561.65.01.05251.000 Retirement 401A	226	224		0	-100.0%		0	
561.65.01.05260.000 Vehicle/Cell Allowance	93	92		0	-100.0%		0	
561.65.01.05261.000 Employee FICA Benefit	473	457		0	-100.0%		0	
<b>Total Salary and Benefits</b>	<b>14,871</b>	<b>15,125</b>		<b>0</b>	<b>-100.0%</b>		<b>0</b>	
561.65.01.05420.000 Utilities	5,639	11,200		0	-100.0%		0	
Electric			0					
Water			0					
561.65.01.05440.000 Building & Grounds Maint.	738	13,500		0	-100.0%		0	
IW Plaza Assessments			0					
Janitorial			0					
Security			0					
Miscellaneous Repairs			0					
561.65.01.05580.000 Insurance Expense	2,504	2,819		0	100.0%		0	
General Liability and Worker's Comp			0					
Property, Earth, Flood Insurance			0					
561.65.01.05590.000 Miscellaneous Charges	5,909	500		0	-100.0%		0	
561.65.01.05640.000 Operating/Maint Materials	434	500		0	-100.0%		0	
561.65.01.05916.000 Indirect Costs	401	457		0	100.0%		0	
<b>TOTAL CLUB DRIVE PROPERTY FUND</b>	<b>30,496</b>	<b>44,101</b>		<b>0</b>	<b>-100.0%</b>		<b>0</b>	
<b>Total Club Drive Property</b>	<b>30,496</b>	<b>44,101</b>		<b>0</b>	<b>-100.0%</b>		<b>0</b>	



**INDIAN WELLS**  
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**Capital Improvement  
Program**

## **Capital Improvement Program Overview**

The City of Indian Wells' Capital Improvement Program (CIP) is a five-year plan for all capital projects and their funding source(s). This program is overseen by the Public Works Department and is managed by individual departments depending on the specific project. The Finance Department provides fiscal oversight and accountability. CIP projects range from new construction, infrastructure improvements, building maintenance, and major equipment purchase. The program serves as a planning and funding tool for the City Council and staff. A comprehensive list of projects with detailed descriptions of the work, funding needs, and funding sources are nominated by staff and approved by the Council.

### **Initiatives**

- Maintain healthy, vibrant, and water conscience landscaping
- Maintain a City Average Pavement Condition Index of 75 points or higher
- Systematically remove and replace trees Citywide
- Perform annual sidewalk repairs to remove tripping hazards

### **Program Staff Allocation**

There are no staffing allocations for this program.

### **Workload Activity Measures**

There are no Workload Activity Measures designated for this program.

Project Number	Fund	Program Budget Activity No.	Project Description	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24	Total Project	City Paid Capital Cost	Outside Agency, Developer Fees, or Other Grant Reimbursement	Reimbursing Agency
<b>Public Safety</b>												
	228	99.64	Ladder Truck	\$ 300,000					\$ 300,000	\$ -	\$ 300,000	Fire Fund
	228	99.64	Ambulance		\$ 150,000				\$ 150,000	\$ -	\$ 150,000	Fire Fund
	228	91.45	Station Improvements			\$ 25,000		\$ 25,000	\$ 50,000	\$ -	\$ 50,000	Fire Fund
			<b>Total Public Safety</b>	<b>\$ 300,000</b>	<b>\$ 150,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>	
<b>Infrastructure</b>												
2019-INFRA-316-001	316	93.01	Annual Asphalt Program	\$ 358,744	\$ 1,300,000	\$ 900,000		\$ 500,000	\$ 3,058,744	\$ 3,058,744		
2019-INFRA-316-002	316	96.05	Whitewater Drainage Improvements	\$ 20,000	\$ 75,000				\$ 95,000	\$ 95,000		
2019-INFRA-316-003	316	99.64	Purchase Utility Task Vehicle	\$ 30,000					\$ 30,000	\$ 30,000		
2019-INFRA-316-005	316	92.25	Traffic Signal Synchronization Enhancements - Phase I & II (Conduit Installation)	\$ 31,000	\$ 31,000				\$ 62,000	\$ 62,000		
2019-INFRA-316-006	316	92.26	Concrete Remove and Replace Annual Program	\$ 124,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 344,000	\$ 344,000		
2019-INFRA-316-007	316	99.06	Install Trash Capture Devices (per state mandate)	\$ 5,750		\$ 34,500			\$ 40,250	\$ 40,250		
2019-INFRA-316-008	316	93.01	Update Pavement Management Assessment	\$ 103,500				\$ 51,750	\$ 155,250	\$ 155,250		
2019-INFRA-316-009	316	93.10	Triple Lefts at Washington Street/Fred Waring Drive (Agreement only)	\$ 116,298					\$ 116,298	\$ 116,298		
2019-INFRA-316-010	316	99.50	General Plan Update	\$ 310,000					\$ 310,000	\$ 150,000	\$ 160,000	CA Grant
2019-INFRA-316-011	316	99.99	Traffic Management Center (funded by CVAG & TSS)									
2020-INFRA-316-001	316	99.99	GIS Implementation		\$ 25,000				\$ 25,000	\$ 25,000		
2020-INFRA-316-002	316	99.99	EV Charging Stations		\$ 93,000				\$ 93,000	\$ 43,000	\$ 50,000	MSRC/ SCAQMD
2020-INFRA-316-003	316	99.99	Equipment - Replace Tractor		\$ 160,000				\$ 160,000	\$ 160,000		
2020-INFRA-316-004	316	99.99	Cook Street Phase II		\$ 80,000	\$ 1,075,000			\$ 1,155,000	\$ 1,155,000		
2020-INFRA-316-005	316	99.99	Indian Wells Fountain Plumbing Reconstruction		\$ 45,500				\$ 45,500	\$ 45,500		
2020-INFRA-316-006	316	99.99	Traffic Signal Upgrade/Wiring and LED Safety Light Upgrade		\$ 25,000	\$ 100,000			\$ 125,000	\$ 125,000		
2020-INFRA-316-007	316	99.99	Manitou Drive Landscape Renovation		\$ 35,000	\$ 150,000			\$ 185,000	\$ 185,000		
2021-INFRA-316-001	316	99.99	Update Citywide Drainage Master Plan			\$ 187,500			\$ 187,500	\$ 187,500		
2021-INFRA-316-002	316	99.99	Maintenance Yard Improvements/Redesign			\$ 40,000	\$ 75,000		\$ 115,000	\$ 115,000		
2021-INFRA-316-003	316	99.99	Street Name Signs Replacement & Retrofit			\$ 63,460			\$ 63,460	\$ 63,460		
2021-INFRA-316-004	316	99.99	Council Chamber Rehabilitation			\$ 43,000			\$ 43,000	\$ 43,000		
2021-INFRA-316-005	316	99.99	City Vehicle Replacement with Outfitted Equipment			\$ 30,000		\$ 30,000	\$ 60,000	\$ 60,000		
2021-INFRA-316-006	316	99.99	Annual Roadway Striping			\$ 81,250		\$ 81,250	\$ 162,500	\$ 162,500		
2021-INFRA-316-007	316	99.99	Tree Removal and Replacement			\$ 225,000			\$ 225,000	\$ 225,000		
2022-INFRA-316-001	316	99.99	Maintenance Building Climate Control				\$ 23,000		\$ 23,000	\$ 23,000		
2022-INFRA-316-002	316	99.99	Stormdrain WB Highway 111/W end of Mt. View Villas				\$ 68,750		\$ 68,750	\$ 68,750		
			<b>Total Infrastructure</b>	<b>\$ 1,099,292</b>	<b>\$ 1,924,500</b>	<b>\$ 2,984,710</b>	<b>\$ 221,750</b>	<b>\$ 718,000</b>	<b>\$ 6,948,252</b>	<b>\$ 6,738,252</b>	<b>\$ 210,000</b>	
<b>Indian Wells Golf Resort</b>												
	560	97.10	Golf Resort Capital Improvement	\$ 596,658	\$ 501,304	\$ 299,727	\$ 471,460	\$ 482,783	\$ 2,351,932	\$ -	\$ 2,351,932	Golf Fund
2019-INFRA-560-019	560	97.12	Golf Cart Bridge Maintenance	\$ 80,500		\$ 11,500		\$ 11,500	\$ 103,500	\$ -	\$ 103,500	Golf Fund
			<b>Total Indian Wells Golf Resort</b>	<b>\$ 677,158</b>	<b>\$ 501,304</b>	<b>\$ 311,227</b>	<b>\$ 471,460</b>	<b>\$ 494,283</b>	<b>\$ 2,455,432</b>	<b>\$ -</b>	<b>\$ 2,455,432</b>	
			<b>Total</b>	<b>\$ 2,076,450</b>	<b>\$ 2,575,804</b>	<b>\$ 3,320,937</b>	<b>\$ 693,210</b>	<b>\$ 1,237,283</b>	<b>\$ 9,903,684</b>	<b>\$ 6,738,252</b>	<b>\$ 3,165,432</b>	



**Capital Improvement  
Program**

**Public Safety**

# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2019-PS-228-001      Project Name Ladder Truck Purchase

<b>Location</b>	<u>City Hall</u>	<b>Department</b>	<u>Fire Department</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Deputy City Manager</u>	<b>End Date</b>	<u>Q1</u>
<b>Category</b>	<u>Equipment - Miscellaneous</u>	<b>Type</b>	<u>Equipment</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>228</u>	<b>Useful Life</b>	<u>7-10 years</u>	<b>Priority</b>	<u>3.0 High</u>

Political/Community Priority	<u>3.0</u>
Public Health/Safety	<u>3.0</u>
Funding	<u>3.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design             Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 300,000
The purchase of a ladder truck is a shared contribution between participating Cove Communities. The project is budgeted under the 228 Fire Services Fund.	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction	\$ 300,000					\$ 300,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 300,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Fire Fund	\$ 300,000					\$ 300,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 300,000

<b>Project Notes</b>	
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2021-PS-228-002      Project Name Ambulance Purchase

<b>Location</b>	<u>City Hall</u>	<b>Department</b>	<u>Fire Department</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Deputy City Manager</u>	<b>End Date</b>	<u>Q1</u>
<b>Category</b>	<u>Equipment - Miscellaneous</u>	<b>Type</b>	<u>Equipment</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>228</u>	<b>Useful Life</b>	<u>7-10 years</u>	<b>Priority</b>	<u>3.0 High</u>

Political/Community Priority	<u>3.0</u>
Public Health/Safety	<u>3.0</u>
Funding	<u>3.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design                       Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 150,000
The purchase of a ambulance is budgeted under the 228 Fire Services Fund. In accordance with the replacement standard, the current unit is at the end of the replacement cycle in FY 2019/20 and will be replaced in FY 2020/21.	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction		\$ 150,000				\$ 150,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 150,000	\$ 0	\$ 0	\$ 0	\$ 150,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Fire Fund		\$ 150,000				\$ 150,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 150,000	\$ 0	\$ 0	\$ 0	\$ 150,000

<b>Project Notes</b>	
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2022-PS-228-003      Project Name Station Improvements

<b>Location</b>	<u>City Hall</u>	<b>Department</b>	<u>Fire Department</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Assistant To the City Manager</u>	<b>End Date</b>	<u>Q1</u>
<b>Category</b>	<u>Buildings</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>228</u>	<b>Useful Life</b>	<u>On going</u>	<b>Priority</b>	<u>2.0 Medium</u>

Political/Community Priority	<u>1.0</u>
Public Health/Safety	<u>2.0</u>
Funding	<u>3.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design                       Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 50,000
This project is budgeted under the 228 Fire Serviced Fund at \$50,000. Continued improvement will minimize long-term capital replacement costs.	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction			\$ 25,000		\$ 25,000	\$ 50,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 25,000	\$ 50,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Fire Fund			\$ 25,000		\$ 25,000	\$ 50,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 25,000	\$ 50,000

<b>Project Notes</b>	
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**Capital Improvement  
Program**

**Citywide Infrastructure**

# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells

FY 2019/20 thru 2023/24

City Council Goal

Project # 2019-INFRA-316-001

Project Name Annual Asphalt Program

<b>Location</b>	<u>Citywide</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q1</u>
<b>Plan Reference</b>	<u>Pavement Management System</u>	<b>Contact</b>	<u>Management Analyst</u>	<b>End Date</b>	<u>Q1</u>
<b>Category</b>	<u>Street Paving</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>5-10 years</u>	<b>Priority</b>	<u>2.0 Medium</u>

	Political/Community Priority	<u>2.0</u>
	Public Health/Safety	<u>2.0</u>
	Funding	<u>2.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 3,058,744
<p>Annual asphalt pavement maintenance construction throughout the City.</p> <p>Implementing a regular and proper maintenance program assists in extending the life of the City's roadways. Asphalt maintenance includes crack sealing, slurry sealing, overlay, resurfacing, and full reconstruction depending on several factors including, distress type, distress severity, and distress quantity. The Pavement Management System evaluates the City's roadways, prioritizing them based on condition and a resulting score, and recommends maintenance options.</p> <p>For Fiscal Year 2019-2020, Highway 111 will be slurry sealed and the City Hall parking lot will receive an overlay treatment. See Appendix_ in the CIP Plan for street breakdown and schedule for additional fiscal years.</p> <p>This project is budgeted under the 316 Capital Improvement Fund and is a carryover project from the Capital Improvement Plan (FY 2017/2018 through 2021/2022).</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design		\$ 115,000				\$ 115,000
Construction	\$ 358,744	\$ 1,015,000	\$ 900,000		\$ 500,000	\$ 2,773,744
Administration/Inspection		\$ 70,000				\$ 70,000
Contingency		\$ 100,000				\$ 100,000
<b>TOTAL</b>	\$ 358,744	\$ 1,300,000	\$ 900,000	\$ 0	\$ 500,000	\$ 3,058,744

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Rubberized Asphalt Grant	\$ 0	\$ 98,000				\$ 98,000
General Fund	\$ 358,744	\$ 1,202,000	\$ 900,000		\$ 500,000	\$ 2,960,744
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 358,744	\$ 1,300,000	\$ 900,000	\$ 0	\$ 500,000	\$ 3,058,744

<b>Project Notes</b>	<p><b>Slurry Seal:</b> City streets that show a minimal amount of wear and minor cracking in pavement are categorized as slurry seal. Slurry seal provides an additional wearing surface that lasts up to five years by reintroducing oils into the existing pavement, allowing it to retain its flexibility and enhancing the aesthetics of the surrounding area.</p> <p><b>Overlay:</b> City streets that show signs of deterioration with a variety of cracks in the pavement are categorized as overlay. Overlay work consists of a thin surface grinding of existing pavement, repairing various areas of sub-grade and applying new asphalt and fresh striping, extending the life of the roadway up to fifteen years.</p> <p><b>Reconstruction:</b> City streets showing signs of major deterioration (large cracks, potholes, and aggregate eroding) from the asphalt are categorized as reconstruction. Repair work consists of removal of the asphalt and underlying base material, compacting the sub-base material, and installing new base and asphalt. The lifespan of the new roadway is fifteen years and can extend to over twenty years with regular slurry treatment</p>
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2019-INFRA-316-002    Project Name Whitewater Drainage Improvements

<b>Location</b>	<u>Whitewater Channel</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Maintenance Supervisor/Senior Engineer</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Storm Drainage/Flood Control</u>	<b>Type</b>	<u>Improvement</u>	<b>Jurisdiction</b>	<u>IW/CVWD</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>		<b>Priority</b>	<u>2.0 Medium</u>

Political/Community Priority	<u>2.0</u>
Public Health/Safety	<u>2.0</u>
Funding	<u>2.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 95,000
<p>The project will include channel lining repairs and the rerouting of the south pipeline near the Whitewater Channel's east drop structure. Rerouting the pipeline will direct water flow more efficiently into the low flow channel, decreasing surrounding vegetation growth, erosion, and overall channel maintenance. Additionally, the project will repair segments of the channel lining that are damaged. Recent rains have eroded the ground under the channel, leaving pockets of empty space, reducing support, creating weak points in the channel, and accelerating cracking damage in the concrete.</p> <p>This project is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design	\$ 20,000					\$ 20,000
Construction		\$ 75,000				\$ 75,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 20,000	\$ 75,000	\$ 0	\$ 0	\$ 0	\$ 95,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund	\$ 20,000	\$ 75,000				\$ 95,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 20,000	\$ 75,000	\$ 0	\$ 0	\$ 0	\$ 95,000

<b>Project Notes</b>	
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2019-INFRA-316-003    Project Name Utility Task Vehicle Purchase

<b>Location</b>	<u>City Hall</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Field Supervisor</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Equipment - Miscellaneous</u>	<b>Type</b>	<u>Equipment</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>7-10 years</u>	<b>Priority</b>	<u>2.0 Medium</u>

Political/Community Priority	<u>1.0</u>
Public Health/Safety	<u>2.0</u>
Funding	<u>3.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 30,000
<p>The purchase of two Utility Task Vehicles (UTVs) will be used to support facility, maintenance, and landscape operations, transportation, and infrastructure development (including construction project support and personnel and equipment transport). Utilizing UTVs is more cost effective, easier and less costly to maintain, reduces damage to landscaping (as it has a lower weight limit than a truck), reduces fuel consumption, enhances response times, and provides enhanced work capabilities (pneumatic payloads, towing, increased access into hard to reach, smaller areas).</p> <p>In lieu of purchasing a work truck for Fiscal Year (FY) 2019/2020 (as identified in the adopted Capital Improvement Plan for FY 2017/2018 through 2021/2022 for \$25,000), two UTVs will be purchased.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction	\$ 30,000					\$ 30,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 30,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 30,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund	\$ 30,000					\$ 30,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 30,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 30,000

<b>Project Notes</b>	<p>Costs budgeted are based on four-wheel drive, two-door enclosed cab UTVs with air conditioning and heating, light bar, safety lights, payload capabilities, and gasoline engines.</p>
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# CAPITAL IMPROVEMENT PROJECTS



**City of Indian Wells**    **FY 2019/20 thru FY 2023/24**    **City Council Goal**

**Project #** 2019-INFRA-316-005    **Project Name** Conduit Upgrades

<b>Location</b>	<u>Major Arterials</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Management Analyst</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Improvements</u>	<b>Type</b>	<u>Improvement</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>Unknown</u>	<b>Priority</b>	<u>2.3 Medium</u>

	Political/Community Priority	<u>2.0</u>
	Public Health/Safety	<u>2.0</u>
	Funding	<u>3.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 62,000
<p>During the construction of the traffic signal synchronization program, there is an opportunity to lay additional empty conduit along the program's corridors (Highway 111, Fred Waring Drive, and Cook Street). The conduit would be used for future fiber upgrades and projects, better preparing the City for emerging technological needs (such as Internet of Things, connected vehicles, internet capacity and speed increases, etc.). The availability of the conduits also reduces the need to scar the roadway with trenching and trench repairs.</p> <p>The traffic signal synchronization project is funded with a mix of federal, state, and regional monies. The installation of empty conduit is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design	\$ 6,000	\$ 6,000				\$ 12,000
Construction	\$ 20,000	\$ 20,000				\$ 40,000
Administration/Inspection	\$ 2,000	\$ 2,000				\$ 4,000
Contingency	\$ 3,000	\$ 3,000				\$ 6,000
<b>TOTAL</b>	\$ 31,000	\$ 31,000	\$ 0	\$ 0	\$ 0	\$ 62,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund	\$ 31,000	\$ 31,000				\$ 62,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 31,000	\$ 31,000	\$ 0	\$ 0	\$ 0	\$ 62,000

<b>Project Notes</b>	<p>The regional traffic signal synchronization (TSS) program will upgrade all existing legacy local traffic management systems, communications, signal controllers, and other ITS elements (such as video detection cameras, CCTV cameras, arterial management systems, etc.). The TSS program will be conducted in two phases; Phase I consists of upgrading the City's portion of Highway 111 and Washington Street and Phase II consists of upgrading Cook Street and Fred Waring Drive. Benefits of the program include regional congestion relief, maximization of highway and arterial capacity and operations, the build-out of a multimodal sustainable system, air quality improvements, and real-time data sharing.</p>
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2019-INFRA-316-006    Project Name Annual Concrete Program

<b>Location</b>	<u>Citywide</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3 07/2019</u>
<b>Plan Reference</b>	<u>Accessibility Plan</u>	<b>Contact</b>	<u>Field Supervisor/Senior Engineer</u>	<b>End Date</b>	<u>Q2 06/2020</u>
<b>Category</b>	<u>Improvements</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>		<b>Priority</b>	<u>2.7 High</u>

Political/Community Priority	<u>3.0</u>
Public Health/Safety	<u>3.0</u>
Funding	<u>2.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

**Project Description** Total Project Cost: \$ 344,100

The Annual Concrete Program is a citywide program that repairs or replaces damaged concrete facilities within the City's right-of-way. Sidewalk, curb, gutter, and ramp repairs or replacements occur when concrete moves up or down in excess of 3/4 inch, cracks exceed more than 1 inch wide, the surface of the sidewalk becomes significantly cracked or damaged, there is inadequate drainage, there is a safety hazard, or there are ADA hazards and inaccessibility.

This project is budgeted under the 316 Capital Improvement Fund.

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design	\$ 24,000	\$ 10,650	\$ 10,650	\$ 10,650	\$ 10,650	\$ 66,600
Construction	\$ 80,000	\$ 35,500	\$ 35,500	\$ 35,500	\$ 35,500	\$ 222,000
Administration/Inspection	\$ 8,000	\$ 3,550	\$ 3,550	\$ 3,550	\$ 3,550	\$ 22,200
Contingency	\$ 12,000	\$ 5,325	\$ 5,325	\$ 5,325	\$ 5,325	\$ 33,300
<b>TOTAL</b>	\$ 124,000	\$ 55,025	\$ 55,025	\$ 55,025	\$ 55,025	\$ 344,100

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund	\$ 124,000	\$ 55,025	\$ 55,025	\$ 55,025	\$ 55,025	\$ 344,100
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 124,000	\$ 55,025	\$ 55,025	\$ 55,025	\$ 55,025	\$ 344,100

**Project Notes**

In 2017, the City conducted an accessibility survey of all of its facilities, properties, and right-of-ways. Fiscal Year 2019 includes a one-time infusion of funding to begin addressing Americans with Disabilities Act (ADA) improvements prioritized in the ADA plan. The ongoing program in subsequent fiscal years will include both ADA and concrete improvements.

# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2019-INFRA-316-007    Project Name Trash Capture Devices

<b>Location</b>	<u>Citywide</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Senior Engineer</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Storm Drainage/Flood Control</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>		<b>Priority</b>	<u>1.0 Low</u>

Political/Community Priority	<u>1.0</u>
Public Health/Safety	<u>1.0</u>
Funding	<u>1.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 40,250
<p>The California State Water Board adopted new trash amendments that requires cities and local jurisdictions (under the NPDES municipal separate storm sewer systems (MS4) permits) to install new trash catch basins within the next 10 years to capture runoff for all storm drains (13383 Orders). Trash capture devices are required to capture particles 5 mm and larger. The City has approximately 33 catch basins that will need trash capture devices installed.</p> <p>This project is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000		\$ 35,000
Administration/Inspection						\$ 0
Contingency	\$ 750	\$ 1,500	\$ 1,500	\$ 1,500		\$ 5,250
<b>TOTAL</b>	\$ 5,750	\$ 11,500	\$ 11,500	\$ 11,500	\$ 0	\$ 40,250

Funding Sources	FY 2019	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund	\$ 5,750	\$ 11,500	\$ 11,500	\$ 11,500		\$ 40,250
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 5,750	\$ 11,500	\$ 11,500	\$ 11,500	\$ 0	\$ 40,250

<b>Project Notes</b>
<p>To comply with the adopted amendments, the City will install three different types of trash capture devices the first year (FY 2019/2020) to test the effectiveness and ease of maintenance. Pending the selection of a device, installation of trash capture devices will be installed in 10 locations for FY 2020/2021, 10 locations for FY 2021/2022, and 10 locations for FY 2022/2023. The City will also work with land owners in areas not within City Rights-of-Way to install trash capture devices on private lands.</p>

# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2019-INFRA-316-008    Project Name Pavement Management System Update

<b>Location</b>	<u>Citywide</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Management Analyst</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Street Paving</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>Varies between 5 to 15 years</u>	<b>Priority</b>	<u>2.0 Medium</u>

Political/Community Priority	<u>2.0</u>
Public Health/Safety	<u>2.0</u>
Funding	<u>2.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 155,250
<p>The Pavement Management System inventories the City's public roadways (arterial, collector, and local), assessing their pavement condition using a Pavement Condition Index (PCI), recommending treatment options (including maintenance, rehabilitation, or replacement), and forecasting budget and annual maintenance and rehabilitation schedules for inclusion in the City's 5-year Capital Improvement Plan. A PCI score ranges from 100 (excellent condition) to 0 (pavement failure). Currently, the City has an average PCI score of 72.6.</p> <p>The pavement network within the City consists of approximately 28.3 centerline miles of paved surfaces. Annual pavement maintenance generally consists of slurry seal, overlay, or reconstruction.</p> <p>This project is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design	\$ 90,000				\$ 45,000	\$ 135,000
Construction						\$ 0
Administration/Inspection						\$ 0
Contingency	\$ 13,500				\$ 6,750	\$ 20,250
<b>TOTAL</b>	<b>\$ 103,500</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 51,750</b>	<b>\$ 155,250</b>

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023	Total
General Fund	\$ 103,500	\$ 0	\$ 0	\$ 0	\$ 51,750	\$ 155,250
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	<b>\$ 103,500</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 51,750</b>	<b>\$ 155,250</b>

<b>Project Notes</b>	<p><b>Slurry Seal:</b> City streets that show a minimal amount of wear and minor cracking in pavement are categorized as slurry seal. Slurry seal provides an additional wearing surface that lasts up to five years by reintroducing oils into the existing pavement, allowing it to retain its flexibility and enhancing the aesthetics of the surrounding area.</p> <p><b>Overlay:</b> City streets that show signs of deterioration with a variety of cracks in the pavement are categorized as overlay. Overlay work consists of a thin surface grinding of existing pavement, repairing various areas of sub-grade and applying new asphalt and fresh striping, extending the life of the roadway up to fifteen years.</p> <p><b>Reconstruction:</b> City streets showing signs of major deterioration such as large cracks, potholes, and aggregate eroding from the asphalt are categorized as reconstruction. Repair work consists of removal of the asphalt and underlying base material, compacting the sub-base material, and installing new base and asphalt. The lifespan of the new roadway is fifteen years and can extend to over twenty years with regular slurry treatment</p>
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

**Project #** 2019-INFRA-316-009    **Project Name** Triple Lefts Intersection Improvements

<b>Location</b>	<u>Washington Street and Fred Waring Drive</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>	<u>None</u>	<b>Contact</b>	<u>Public Works Director</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Traffic</u>	<b>Type</b>	<u>Improvement</u>	<b>Jurisdiction</b>	<u>LQ/IW/PD</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>20 Years</u>	<b>Priority</b>	<u>2.3 Medium</u>

Political/Community Priority	<u>2.0</u>
Public Health/Safety	<u>2.0</u>
Funding	<u>3.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 62,000
<p>The City of La Quinta approached the cities of Indian Wells and Palm Desert to partner in an intersection improvement project at Washington Street and Fred Waring Drive to improve the level of service of the intersection (currently at a "D" rating). Three agencies share the intersection: La Quinta (50%), Indian Wells (25%), and La Quinta (25%). The improvements will adjust the geometry to accommodate an additional turn pocket in each direction.</p> <p>The total project for the intersection improvement project was estimated at \$1,860,745. \$1,395,555 of the costs are covered by grant funds (CVAG) and the remaining costs are split accordingly: La Quinta (50%) at \$232,596; Indian Wells (25%) at 116,298; and Palm Desert (25%) at 116,298. As the project was not identified in the FY 2017-2022 CIP, a supplemental appropriation was approved by the City Council for the City's proportional cost of \$116,298 at the September 20, 2018 meeting.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction	\$ 31,000	\$ 31,000				\$ 62,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 31,000	\$ 31,000	\$ 0	\$ 0	\$ 0	\$ 62,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CVAG	\$ 1,395,555					\$ 1,395,555
General Fund	\$ 31,000	\$ 31,000				\$ 62,000
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 1,426,555	\$ 31,000	\$ 0	\$ 0	\$ 0	\$ 1,457,555

<b>Project Notes</b>	<p>At the September 2018 Council meeting, City Council found the project exempt from the California Environmental Quality Act (CEQA) pursuant to Section 15301(c) of the State CEQA Guidelines, California Code of Regulations, Title 14, Chapter 3 as it involves a minor alteration to the existing public street to improve public safety and traffic congestion.</p>
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2019-INFRA-316-004    Project Name General Plan Update

<b>Location</b>	<u>Citywide</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>	<u>Highway 111 Specific Plan/General Plan</u>	<b>Contact</b>	<u>Community Development Dept.</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Improvements</u>	<b>Type</b>	<u>Improvement</u>	<b>Jurisdiction</b>	
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>10-years</u>	<b>Priority</b>	<u>2.7 High</u>

	Political/Community Priority	<u>3.0</u>
	Public Health/Safety	<u>2.0</u>
	Funding	<u>3.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 310,000
<p>This project is a comprehensive update to the City's General Plan. The document is a guideline for development throughout the City. This document will include specific guidelines to enhance and refine the City's goals. The update will include the following:</p> <ul style="list-style-type: none"> <li>- Land Use</li> <li>- Housing</li> <li>- Circulation</li> <li>- Open Space and Recreation</li> <li>- Community Design (Optional)</li> <li>- Economic Development (Optional)</li> <li>- Safety Element</li> <li>- Noise Element</li> </ul> <p>In addition, the study will update the citywide landscaping guidelines and plant palettes for areas within the public rights-of-way, landscaped medians, and Landscaping &amp; Lighting Maintenance Districts (LLMDs), formalize standards and guidelines for a wayfinding program (including directional signage and route identification), formalize an art-in-public-places program and develop standards and guidelines to integrate art in public places into the City's Capital Improvement Program, develop citywide lighting standards, including decorative lighting, and develop opportunities within the City's green ways, public spaces, and pockets of open space, connecting them to natural and cultural areas and promoting health and wellness</p> <p>This project is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design	\$ 310,000					\$ 310,000
Construction						\$ 0
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 310,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 310,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund	\$ 150,000					\$ 150,000
Grant Funding	\$ 160,000					\$ 160,000
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 310,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 310,000

<b>Project Notes</b>	<p>The City is applying for grant funding available through the State of California.</p>
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells

FY 2019/20 thru FY 2023/24

City Council Goal

Goal 1

Project # 2021-INFRA-316-001

Project Name GIS Implementation

<b>Location</b>	<u>Citywide</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3 07/2019</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Management Analyst</u>	<b>End Date</b>	<u>Q2 06/2020</u>
<b>Category</b>	<u>Technology</u>	<b>Type</b>	<u>Technology</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>		<b>Useful Life</b>		<b>Priority</b>	<u>2.2 Medium</u>

Political/Community Priority	<u>1.5</u>
Public Health/Safety	<u>2.0</u>
Funding	<u>3.0</u>

**Status**

- New Project   
  Continuing Project  
 Construction   
  Design                     
  Report/Plan   
  Environmental/ROW

Description & Justification	Total Project Cost: \$ 25,000
<p><b>Project:</b> This projects implements the recommendations of the GIS Assessment. This includes enhancing existing, and building new, GIS data layers for the City's ArcGIS Online account and its WebGIS Mapping Application as well as basic maintenance and administration.</p> <p><b>Funding:</b> This project is budgeted under the 316 Capital Improvements Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design		\$ 25,000				\$ 25,000
Construction						\$ 0
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 25,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund		\$ 25,000				\$ 25,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 25,000

Project Notes

# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2021-INFRA-316-002    Project Name EV Charging Station Installations

<b>Location</b>	<u>City Hall &amp; the Indian Wells Golf Resort</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3 07/2020</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Management Analyst</u>	<b>End Date</b>	<u>Q2 06/2021</u>
<b>Category</b>	<u>Improvements</u>	<b>Type</b>	<u>Improvement</u>	<b>Jurisdiction</b>	
<b>Account #</b>	<u>AB2766</u>	<b>Useful Life</b>		<b>Priority</b>	<u>2.0 Medium</u>

Political/Community Priority	<u>2.0</u>
Public Health/Safety	<u>1.0</u>
Funding	<u>3.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 93,000
<p>Installation of five medium charging speed Level II-type electric vehicle (EV) charging stations at two locations within the City of Indian Wells; City Hall and the Indian Wells Golf Resort. Stations will be accessible to the public 24 hours per day, 7 days per week. Additional faster charging stations (Level III) are being evaluated for cost and feasibility.</p> <p>The City applied for and secured a grant through the South Coast Air Quality Management District's (SCAQMD) Mobile Source Air Pollution Reduction Review Committee (MSRC) Local Government Partnership Program. The grant amount is \$50,000 and includes an additional match requirement from the City.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design		\$ 13,000				\$ 13,000
Construction		\$ 80,000				\$ 80,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 93,000	\$ 0	\$ 0	\$ 0	\$ 93,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
MSRC Grant (Source: AB2766 Discretionary Funds)		\$ 50,000				\$ 50,000
Contractor (City) AB2766 Subvention Funds		\$ 9,000				\$ 9,000
Other Funds		\$ 7,666				\$ 7,666
Additional Project Co-funding		\$ 26,334				\$ 26,334
<b>TOTAL</b>	\$ 0	\$ 93,000	\$ 0	\$ 0	\$ 0	\$ 93,000

<b>Project Notes</b>	<p>Design of the project is tentatively scheduled to begin in late fall 2019. Construction is tentatively scheduled for late spring or early summer 2020. The project supports the City's goals of improving air quality through the build-out of electric vehicle charging infrastructure to support and encourage the use of zero and near-zero emission vehicles.</p>
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2021-INFRA-316-003    Project Name Tractor Replacement Purchase

<b>Location</b>	<u>Maintenance Yard</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Field Supervisor</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Equipment - Miscellaneous</u>	<b>Type</b>	<u>Equipment</u>	<b>Jurisdiction</b>	
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>7-10 years</u>	<b>Priority</b>	<u>2.0 Medium</u>

Political/Community Priority	<u>2.0</u>
Public Health/Safety	<u>3.0</u>
Funding	<u>1.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 160,000
<p>The existing 12-year old tractor in the City's fleet is in need of replacement due, in part, to ongoing (and projected) costly repairs. Other factors for evaluating replacement needs include condition, age, mileage, frequency of use and nature of work performed, depreciation, and annualized cost-to-own. A new tractor will be used for channel maintenance, emergency work during flooding and wind events, removing debris from roadways, general lifting and moving materials, landscaping, and earthwork.</p> <p>This project is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design	\$ 0					\$ 0
Construction		\$ 160,000				\$ 160,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 160,000	\$ 0	\$ 0	\$ 0	\$ 160,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund		\$ 160,000				\$ 160,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 160,000	\$ 0	\$ 0	\$ 0	\$ 160,000

<b>Project Notes</b>	<p>The tractor was budgeted based on a four-wheel drive, enclosed cab tractor with backhoe, front load bucket, and sweeper attachments, light bar, and safety lights.</p>
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2021-INFRA-316-004    Project Name Cook Street Phase II

<b>Location</b>	<u>Cook Street from Hwy 111 to Fairway Drive</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>	<u>Pavement Management System</u>	<b>Contact</b>	<u>Management Analyst</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Street Reconstruction</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>10-15 years</u>	<b>Priority</b>	<u>2.7 High</u>

Political/Community Priority	<u>3.0</u>
Public Health/Safety	<u>2.0</u>
Funding	<u>3.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 1,155,000
<p>The Cook Street Phase II project is for the full reconstruction of Cook Street from Highway 111 to Fairway Drive. This project is identified in the City's Pavement Management Program as a priority. The condition of the pavement has deteriorated with areas of weathering and noticeable cracking. As a result, the roadway needs reconstruction consisting of the removal and replacement of all asphalt paving. Design of the roadway will be conducted in fiscal year 2020-2021 and construction in fiscal year 2021-2022. This project also includes the removal and replacement of palm trees in the landscaped medians.</p> <p>This project is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design		\$ 75,000				\$ 75,000
Construction			\$ 900,000			\$ 900,000
Administration/Inspection			\$ 70,000			\$ 70,000
Contingency		\$ 5,000	\$ 105,000			\$ 110,000
<b>TOTAL</b>	\$ 0	\$ 80,000	\$ 1,075,00	\$ 0	\$ 0	\$ 1,155,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
SB 1			\$ 180,000			\$ 180,000
General Fund		\$ 80,000	\$ 895,000			\$ 975,000
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 80,000	\$ 1,075,00	\$ 0	\$ 0	\$ 1,155,000

<b>Project Notes</b>	
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

**Project #** 2021-INFRA-316-005    **Project Name** Indian Wells Fountain Plumbing Reconstruction

<b>Location</b>	<u>Indian Wells Lane/Highway 111</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Field Supervisor</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Improvements</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>5 - 8 years</u>	<b>Priority</b>	<u>1.7 Medium</u>

Political/Community Priority	<u>2.0</u>
Public Health/Safety	<u>1.0</u>
Funding	<u>2.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 45,500
<p>The fountains on north Highway 111 at Indian Wells Lane (on the east and west side) are approximately 30 years old. This project will fix broken valves and upgrade the existing plumbing and backflows with a more efficient system and reducing filter cleaning costs.</p> <p>This project is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design		\$ 10,500				\$ 10,500
Construction		\$ 35,000				\$ 35,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 45,500	\$ 0	\$ 0	\$ 0	\$ 45,500

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
LLMD Zone A8		\$ 45,500				\$ 45,500
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 45,500	\$ 0	\$ 0	\$ 0	\$ 45,500

<b>Project Notes</b>	
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2021-INFRA-316-006    Project Name Traffic Signal Upgrade/Wiring

<b>Location</b>	<u>Citywide</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Field Supervisor/Management Analyst</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Traffic</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>		<b>Priority</b>	<u>0.0 Low</u>

Political/Community Priority \_\_\_\_\_  
Public Health/Safety \_\_\_\_\_  
Funding \_\_\_\_\_

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 125,000
<p>The traffic signal system is near the end of its life cycle. The project will rewire the intersection, replacing the single strand wire with a bundled wire (3-wire in plastic sheath) to increase the life expectancy, reduce costs, and increase the reliability of the system. The weathered and corroded traffic signal heads and the signal cabinets will be replaced. This work is outside the scope of the traffic signal synchronization project.</p> <p>The long-term savings for this project is in the form of reduced maintenance costs. The single wire configuration of the signal system is vulnerable to corrosion. Replacing the wiring with a wire bundle provides redundancy and the plastic bundle sleeves provide additional protection and reliability. This project is budgeted under the 316 Capital Improvements Fund and is a carryover project from the Capital Improvement Plan (FY 2017/2018 through 2021/2022).</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design		\$ 25,000				\$ 25,000
Construction			\$ 100,000			\$ 100,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 25,000	\$ 100,000	\$ 0	\$ 0	\$ 125,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund		\$ 25,000	\$ 100,000			\$ 125,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 25,000	\$ 100,000	\$ 0	\$ 0	\$ 125,000

<b>Project Notes</b>	<p>This project included intersections along Highway 111 at Indian Wells Lane, Club Drive, Miles Avenue, Eldorado Drive, and Mountain View Cove. The intersections at Club Drive, Mountain Cove, and Eldorado Drive have been completed in previous projects.</p>
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# CAPITAL IMPROVEMENT PROJECTS



**City of Indian Wells**    **FY 2019/20 thru FY 2023/24**    **City Council Goal**

**Project #** 2021-INFRA-316-007    **Project Name** Manitou Drive Landscape Renovation

<b>Location</b>	<u>Mantiou Drive</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Field Supervisor</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Improvements</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>		<b>Priority</b>	<u>2.3 Medium</u>

	Political/Community Priority	<u>2.0</u>
	Public Health/Safety	<u>2.0</u>
	Funding	<u>3.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 185,000
<p>The City maintains a strip of landscaping along the western side of Manitou Drive. The existing turf, shrubs, and trees cost \$20,000 annually to maintain. The roots of the trees have damaged the property wall in several locations. This project removes the existing landscaping, replacing it with water efficient landscaping (such as drip irrigated shrubs, non-invasive native trees, and mulch).</p> <p>This project is budgeted under the 316 Capital Improvement Fund and is a carryover project from the Capital Improvement Plan (FY 2017/2018 through 2021/2022).</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design		\$ 35,000				\$ 35,000
Construction			\$ 150,000			\$ 150,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 35,000	\$ 150,000	\$ 0	\$ 0	\$ 185,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
LLMD GF-22		\$ 35,000	\$ 150,000			\$ 185,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 35,000	\$ 150,000	\$ 0	\$ 0	\$ 185,000

<b>Project Notes</b>	
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2022-INFRA-316-001    Project Name Update Citywide Drainage Master Plan

<b>Location</b>	<u>Citywide</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>	<u>Citywide Drainage Master Plan</u>	<b>Contact</b>	<u>Senior Engineer</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Storm Drainage/Flood Control</u>	<b>Type</b>		<b>Jurisdiction</b>	
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>10-15 years</u>	<b>Priority</b>	<u>2.0 Medium</u>

	Political/Community Priority	<u>2.0</u>
	Public Health/Safety	<u>3.0</u>
	Funding	<u>1.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 187,500
<p>The Citywide Drainage Master Plan will provide the City of Indian Wells with a comprehensive planning document that provides basic information and guidance necessary for the stewardship of the municipal storm drainage system. The plan is updated approximately every 7 to 10 years after adoption. The plan:</p> <ul style="list-style-type: none"> <li>- Compiles basic information about the storm drainage system and describes its functions including hydrology (drainage) and hydraulics (pipes)</li> <li>- Maps the system and updates GIS data layers</li> <li>- Highlights known system deficiencies</li> <li>- Describes and graphically illustrates recommended improvements</li> <li>- Presents estimated cost information for general budgeting and development/integration of an adoptable 20-year CIP program</li> </ul> <p>This project is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design			\$ 150,000			\$ 150,000
Construction						\$ 0
Administration/Inspection			\$ 15,000			\$ 15,000
Contingency			\$ 22,500			\$ 22,500
<b>TOTAL</b>	\$ 0	\$ 0	\$ 187,500	\$ 0	\$ 0	\$ 187,500

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund			\$ 187,500			\$ 187,500
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 187,500	\$ 0	\$ 0	\$ 187,500

<b>Project Notes</b>
<p>The previous plan was adopted in June 1998. Updates to the storm drain need to be included in the plan along with newly identified deficiencies for system planning and improvement purposes.</p>

# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2022-INFRA-316-002    Project Name Maintenance Yard Improvements

<b>Location</b>	<u>Maintenance Yard</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Field Supervisor</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Improvements</u>	<b>Type</b>	<u>Improvement</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>		<b>Priority</b>	<u>1.3 Low</u>

Political/Community Priority	<u>1.0</u>
Public Health/Safety	<u>2.0</u>
Funding	<u>1.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

Total Project Cost: \$ 115,000

**Project Description**

The current design and layout of the City's Maintenance Yard (Yard) limits its functionality, effectiveness, and storage capacity. Improvements are needed to design, organize, and properly drain the two trash enclosure ramps. Other improvements include the construction of an on-site storage facility with restroom. This facility would be used to store equipment (such as fertilizers, files and other archival documents) and include storage bays for mulch, rock, pavers, base materials, stones, pipes, concrete, wood, etc. Additional grading and paving of the Yard would increase drainage and prevent contamination of retained materials by exposed soil. Design of the project will occur in Fiscal Year (FY) 2019 and construction in FY 2020.

This project is budgeted under the 316 Capital Improvement Fund and is a carryover from the Capital Improvement Plan (FY 2017/2018 through 2021/2022).

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design			\$ 40,000			\$ 40,000
Construction				\$ 75,000		\$ 75,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 40,000	\$ 75,000	\$ 0	\$ 115,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund			\$ 40,000	\$ 75,000		\$ 115,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 40,000	\$ 75,000	\$ 0	\$ 115,000

**Project Notes**

# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2022-INFRA-316-003    Project Name Street Name Signs Replacement and Retrofit

<b>Location</b>	<u>Various Citywide</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Field Supervisor</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Improvements</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>		<b>Priority</b>	<u>2.3 Medium</u>

Political/Community Priority	<u>2.0</u>
Public Health/Safety	<u>3.0</u>
Funding	<u>2.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 63,460
<p>This project will replace the old street name signs with new, high intensity grade reflective signs. Phase I of the project (Fiscal Year 2019/2020) will replace the minor streets and advanced street name signs. Phase II (Fiscal Year 2020/2021) will replace the existing internally illuminated street name signs. The new, high intensity grade reflective signs are cheaper and easier to maintain.</p> <p>This project is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction			\$ 63,460			\$ 63,460
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 63,460	\$ 0	\$ 0	\$ 63,460

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund			\$ 63,460			\$ 63,460
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 63,460	\$ 0	\$ 0	\$ 63,460

<b>Project Notes</b>	

# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2022-INFRA-316-005    Project Name Council Chamber Rehabilitation

<b>Location</b>	<u>City Hall (44950 Eldorado Drive)</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Public Works Director</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Buildings</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>		<b>Priority</b>	<u>2.0 Medium</u>

Political/Community Priority	<u>2.0</u>
Public Health/Safety	<u>1.0</u>
Funding	<u>3.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 43,000
<p>The existing stadium seating in City Hall's Council Chambers is at the end of its anticipated life cycle and is in need of full replacement. Improvements to Council Chambers also includes reconfiguring the staff table and podium to provide additional space for presentations.</p> <p>Replacement of the seats is routine maintenance based on wear and tear. This project is budgeted under the 316 Capital Improvement Fund and is a carryover from the Capital Improvement Plan (Fiscal Years 2017/2018 through 2021/2022).</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction			\$ 43,000			\$ 43,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 43,000	\$ 0	\$ 0	\$ 43,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund			\$ 43,000			\$ 43,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 43,000	\$ 0	\$ 0	\$ 43,000

<b>Project Notes</b>	
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2022-INFRA-316-006    Project Name Vehicle Replacement Program

<b>Location</b>	<u>City Hall</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Maintenance Supervisor</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Vehicles</u>	<b>Type</b>	<u>Equipment</u>	<b>Jurisdiction</b>	
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>7-10 years</u>	<b>Priority</b>	<u>1.7 Medium</u>

Political/Community Priority	<u>2.0</u>
Public Health/Safety	<u>1.0</u>
Funding	<u>2.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 60,000
<p>The vehicle replacement program incrementally updates the City's existing fleet to newer, more efficient models. Currently, many of the City's work trucks are approximately 10-13 years old. Vehicles are prioritized for upgrades based on condition, age, history of and projected repair costs, mileage, frequency of use and nature of work performed, depreciation, and annualized cost-to-own. The current program upgrades approximately one vehicle every other year.</p> <p>This project is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction			\$ 30,000		\$ 30,000	\$ 60,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 30,000	\$ 0	\$ 30,000	\$ 60,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund			\$ 30,000		\$ 30,000	\$ 60,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 30,000	\$ 0	\$ 30,000	\$ 60,000

<b>Project Notes</b>	<p>Costs budgeted for the vehicle are based on a mid-sized, 4x4 truck outfitted with a light bar, safety lights, and utility bed.</p>
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# CAPITAL IMPROVEMENT PROJECTS



**City of Indian Wells**    **FY 2019/20 thru FY 2023/24**    **City Council Goal**

**Project #** 2022-INFRA-316-007    **Project Name** Annual Roadway Striping Program

<b>Location</b>	<u>Citywide</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Management Analyst</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Street Paving</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>		<b>Priority</b>	<u>2.3</u> <span style="color: yellow;">Medium</span>

Political/Community Priority	<u>2.0</u>
Public Health/Safety	<u>3.0</u>
Funding	<u>2.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

**Project Description** Total Project Cost: \$ 162,500

The Annual Roadway Striping Program complements the Pavement Management System, recommending re-striping of the City's roadways (including arterial, collector, and local). The program evaluates current striping on roadways, installs new and rehabilitates existing pavement markings, legends, and traffic striping within City limits, and recommends modifications based on public needs and safety (such as discouraging high traffic speed by narrowing lane width). The program divides the City into thirds and includes Highway 111 as a separate project to maintain safe, highly visible roadway striping.

This project is budgeted under the 316 Capital Improvement Fund.

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction			\$ 65,000		\$ 65,000	\$ 130,000
Administration/Inspection			\$ 6,500		\$ 6,500	\$ 13,000
Contingency			\$ 9,750		\$ 9,750	\$ 19,500
<b>TOTAL</b>	\$ 0	\$ 0	\$ 81,250	\$ 0	\$ 81,250	\$ 162,500

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund			\$ 81,250		\$ 81,250	\$ 162,500
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 81,250	\$ 0	\$ 81,250	\$ 162,500

**Project Notes**

# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells

FY 2019/20 thru FY 2023/24

City Council Goal

Goal 1

Project # 2022-INFRA-316-004

Project Name Tree Removal and Replacement

<b>Location</b>	<u>Cook Street North</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Field Supervisor</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Improvements</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>30-60 years</u>	<b>Priority</b>	<u>2.3 Medium</u>

Political/Community Priority	<u>3.0</u>
Public Health/Safety	<u>2.0</u>
Funding	<u>2.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 225,000
<p>The City's trees suffered damage from the early heat experienced by the Coachella Valley during Spring 2016. This project (carried over from the City's previous Capital Improvement Plan) replaced trees that died or were dying from early high heat, assessed the remaining trees for health from insects and disease, and replaced the City's palm trees that line City streets.</p> <p>The last component of this project is the removal and replacement of the palm trees in the medians of Cook Street from Highway 111 to Fred Waring Drive.</p> <p>This project is budgeted under the 316 Capital Improvement Fund and is a carryover from the Capital Improvement Plan (FY 2017/2018 through 2021/2022).</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction			\$ 225,000			\$ 225,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 225,000	\$ 0	\$ 0	\$ 225,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund			\$ 225,000			\$ 225,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 225,000	\$ 0	\$ 0	\$ 225,000

<b>Project Notes</b>	
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2023-INFRA-316-001    Project Name Maintenance Building Climate Control

<b>Location</b>	<u>City Maintenance Yard</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q1</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Maintenance Supervisor</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Buildings</u>	<b>Type</b>	<u>Maintenance</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>	<u>7-10 Years</u>	<b>Priority</b>	<u>1.7 Medium</u>

Political/Community Priority	<u>1.0</u>
Public Health/Safety	<u>2.0</u>
Funding	<u>2.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 23,000
<p>The project consists of enclosing the City's Maintenance Building's training center (the mezzanine area on top of the maintenance floor) with accordion walls and installing air conditioning. Enclosing the area will provide greater privacy, noise reduction, and efficient heating and cooling for classroom training purposes. Currently, the area has an existing swamp cooler for the entire maintenance floor.</p> <p>This project is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction				\$ 23,000		\$ 23,000
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 23,000	\$ 0	\$ 23,000

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund				\$ 23,000		\$ 23,000
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 23,000	\$ 0	\$ 23,000

<b>Project Notes</b>	
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2023-INFRA-316-001    Project Name Improved Drainage on Highway 111

<b>Location</b>	<u>Mt. View Villas</u>	<b>Department</b>	<u>Public Works</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Senior Engineer</u>	<b>End Date</b>	<u>Q2</u>
<b>Category</b>	<u>Storm Drainage/Flood Control</u>	<b>Type</b>	<u>Improvement</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>316</u>	<b>Useful Life</b>		<b>Priority</b>	<u>2.0 Medium</u>

Political/Community Priority	<u>2.0</u>
Public Health/Safety	<u>2.0</u>
Funding	<u>2.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 68,750
<p>Currently, during significant rainfall, there is ponding (standing water) that occurs on westbound Highway 111 just west of the Mountain View Villas community. This project will construct new storm drain inlets along the north side of Highway 111. A new 18" drainage pipe will connect the new storm drain inlets from Highway 111 to the Whitewater Channel. Once completed, this area will benefit from improved drainage and prevent further ponding.</p> <p>Eliminating standing water will eliminate a potential traffic hazard and extend the life of the roadway. This project is budgeted under the 316 Capital Improvement Fund.</p>	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction				\$ 55,000		\$ 55,000
Administration/Inspection				\$ 5,500		\$ 5,500
Contingency				\$ 8,250		\$ 8,250
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 68,750	\$ 0	\$ 68,750

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
General Fund	\$ 0	\$ 0	\$ 0	\$ 68,750		\$ 68,750
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 0	\$ 0	\$ 0	\$ 68,750	\$ 0	\$ 68,750

<b>Project Notes</b>	
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**Capital Improvement  
Program**

**Indian Wells  
Golf Resort**

# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2019-IWGR-560-001    Project Name Capital Improvements

<b>Location</b>	<u>City Hall</u>	<b>Department</b>	<u>Indian Wells Golf Resort</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Golf Resort General Manager</u>	<b>End Date</b>	<u>Q1</u>
<b>Category</b>	<u>Equipment - Miscellaneous</u>	<b>Type</b>	<u>Equipment</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>560</u>	<b>Useful Life</b>	<u>5-8 years</u>	<b>Priority</b>	<u>2.3 Medium</u>

Political/Community Priority	<u>2.0</u>
Public Health/Safety	<u>3.0</u>
Funding	<u>2.0</u>

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 2,351,932
Replacement of existing equipment do to age and serviceability. Categories include: appliances, audio visual, counter tops and mil work, communications, computers and point of sales systems, flooring, kitchen equipment, furniture and fixtures, golf maintenance, HVAC, interior finishes and painting, pumps and motors, and roofing.  Long term savings from reduced maintenance costs as deferring maintenance would significantly increase repair costs in the future.	

Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction	\$ 596,658	\$ 501,304	\$ 299,727	\$ 471,460	\$ 482,783	\$ 2,351,932
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 596,658	\$ 501,304	\$ 299,727	\$ 471,460	\$ 482,783	\$ 2,351,932

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Golf Fund	\$ 596,658	\$ 501,304	\$ 299,727	\$ 471,460	\$ 482,783	\$ 2,351,932
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 596,658	\$ 501,304	\$ 299,727	\$ 471,460	\$ 482,783	\$ 2,351,932

<b>Project Notes</b>	
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# CAPITAL IMPROVEMENT PROJECTS



City of Indian Wells    FY 2019/20 thru FY 2023/24    City Council Goal

Project # 2019-IWGR-560-002    Project Name Golf Cart Bridge Maintenance

<b>Location</b>	<u>City Hall</u>	<b>Department</b>	<u>Indian Wells Golf Resort</u>	<b>Start Date</b>	<u>Q3</u>
<b>Plan Reference</b>		<b>Contact</b>	<u>Golf Resort General Manager</u>	<b>End Date</b>	<u>Q1</u>
<b>Category</b>	<u>Improvements</u>	<b>Type</b>	<u>Improvement</u>	<b>Jurisdiction</b>	<u>City of Indian Wells</u>
<b>Account #</b>	<u>560</u>	<b>Useful Life</b>	<u>2-5 years</u>	<b>Priority</b>	<u>2.7 High</u>

Political/Community Priority	3.0
Public Health/Safety	3.0
Funding	2.0

**Status**

- New Project     Continuing Project  
 Construction     Design     Report/Plan     Environmental/ROW

<b>Project Description</b>	Total Project Cost: \$ 103,500
<p>This is a maintenance program for the golf cart bridge. Maintenance of the bridge includes bridge inspections and repair of the concrete, expansion joints, and steel from weathering or other issues. Rust prevention painting will be applied to the bridge every 5-years.</p>	

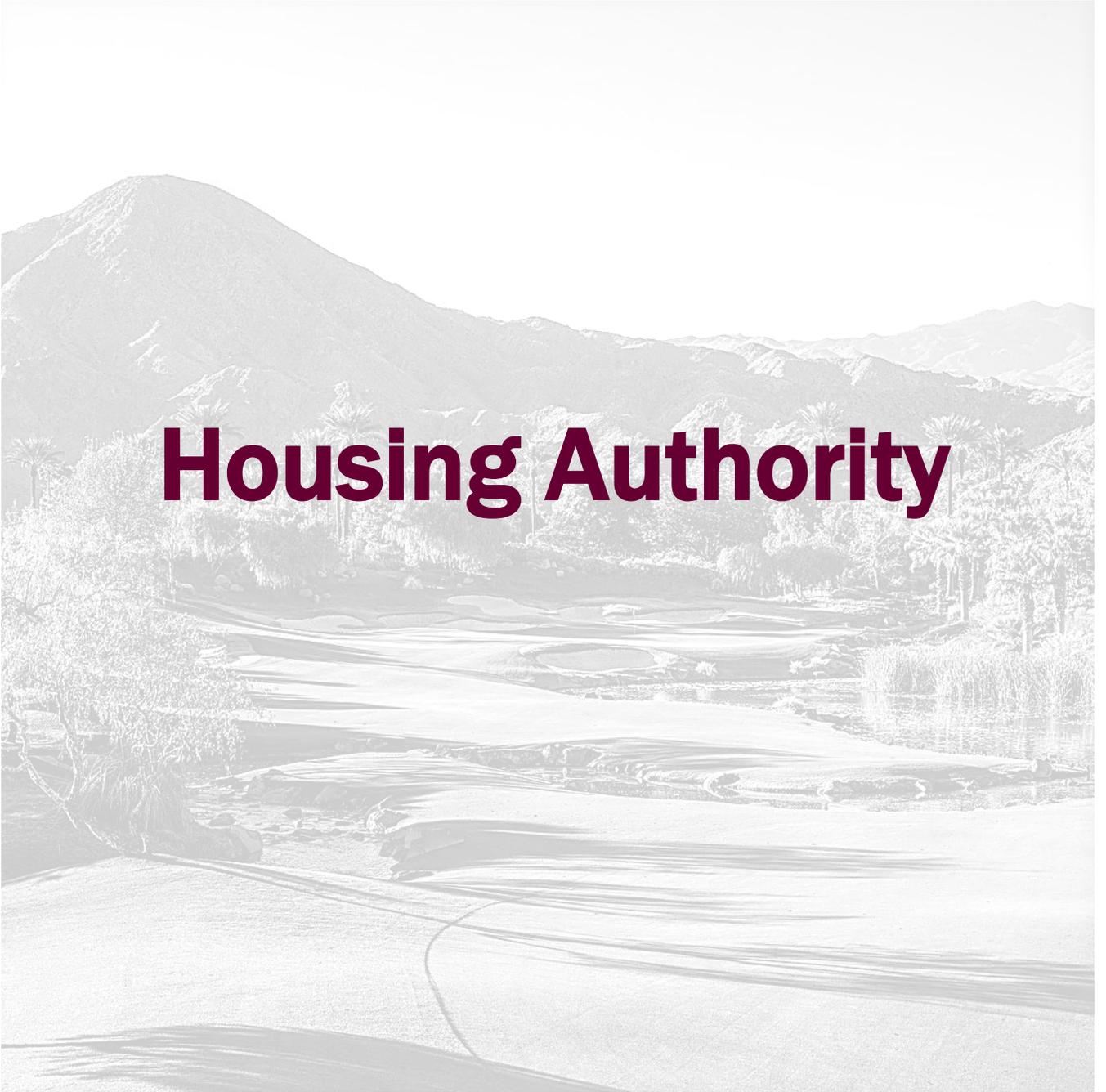
Expenditures	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Planning/Design						\$ 0
Construction	\$ 80,500		\$ 11,500		\$ 11,500	\$ 103,500
Administration/Inspection						\$ 0
Contingency						\$ 0
<b>TOTAL</b>	\$ 80,500	\$ 0	\$ 11,500	\$ 0	\$ 11,500	\$ 103,500

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
Golf Fund	\$ 80,500		\$ 11,500		\$ 11,500	\$ 103,500
						\$ 0
						\$ 0
						\$ 0
<b>TOTAL</b>	\$ 80,500	\$ 0	\$ 11,500	\$ 0	\$ 11,500	\$ 103,500

<b>Project Notes</b>	
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**INDIAN WELLS**  
CALIFORNIA



**Housing Authority**

## **Indian Wells Housing Authority Program**

The budget includes three primary programs:

Housing Authority General Operations – Approves general operating expenditures for staff salaries and benefits, professional services such as annual audits and legal counsel, general liability insurance premiums, and capital outlay projects. The agency issued debt in fiscal year 2002/03 to finance the development of affordable housing within the project area and has pledged set-aside tax increment for re-payment of the bonds. The agency reports annually to the State Department of Housing Community Development on the community housing projects.

Indian Wells Villas – The Indian Wells Villas Fund is used to account for the rents and operations of the Indian Wells Villas affordable housing project within the city. The Indian Wells Villas project is a 90-unit residential senior affordable housing community. Indian Wells Villas has a full array of amenities and social programs for our senior residents and their guests. This project is located along the North side of Highway 111 at the intersection of Village Center Drive.

Mountain View Villas – Identifies the anticipated rent revenue collections and operational, maintenance, and capital reserve expenditures to keep the property operating. The Mountain View Villas Fund is used to account for the rents and operations of the Mountain View Villas affordable housing project within the city. The Mountain View Villas project is a 128-unit residential senior affordable housing community. Mountain View Villas has a full array of amenities and social programs for our senior residents and their guests. This project is located along the North side of Highway 111 at the intersection of Mountain Cove Drive.

## **Initiatives**

- provide an outstanding quality of life for senior residents.
- Residents will enjoy a full schedule of social events, maintenance and home services, stunning mountain views, world-class golf, security, and resident care.

## Program Staffing Allocations

Full Time Equivalents	FY2017/18	FY2018/19	FY2019/20	FY2020/21
City Manager	0.10	0.10	0.10	0.10
City Clerk	0.10	0.10	0.10	0.10
Office Assistant	0.05	0.05	0.05	0.05
Community Development Director	0.30	0.30	0.30	0.30
Planner	0.05	0.05	0.05	0.05
Administrative Assistant	0.30	0.30	0.30	0.30
Finance Director	0.10	0.10	0.14	0.14
Assistant Finance Director	0.02	0.05	0.09	0.09
Senior Accountant	0.03	0.00	0.00	0.00
Accounting Technician III	0.05	0.05	0.05	0.05
Accounting Technician II	0.05	0.05	0.05	0.05
Information Technology Manager	0.05	0.05	0.05	0.05
Public Works Director	0.10	0.10	0.10	0.10
Senior Engineer	0.00	0.03	0.03	0.03
Assistant Engineer II	0.03	0.00	0.00	0.00
Administrative Assistant	0.01	0.01	0.01	0.01
Management Analyst	0.10	0.10	0.10	0.10
Maintenance Supervisor	0.05	0.05	0.05	0.05
Maintenance Worker II	0.05	0.05	0.05	0.05
Maintenance Worker I	0.05	0.05	0.05	0.05
Maintenance Worker I	0.05	0.05	0.05	0.05
<b>Total Full Time Equivalents</b>	<b>1.64</b>	<b>1.64</b>	<b>1.72</b>	<b>1.72</b>

## Workload Activity Measures

There are no Workload Activity Measures designated for this program.

# Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Projected Year End	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>HOUSING AUTHORITY</b>								
256.00.00.04511.000 Investment Earnings	68,954	74,561		77,100	3.4%		79,500	3.1%
<b>TOTAL REVENUES</b>	<b>68,954</b>	<b>74,561</b>		<b>77,100</b>	<b>3.4%</b>		<b>79,500</b>	<b>3.1%</b>
256.46.01.05110.000 Regular Employees (1.69 FTE)	212,511	210,009		232,153	10.5%		237,889	2.5%
256.46.01.05210.000 Retirement - Employee	65	-		-			-	
256.46.01.05211.000 Retirement - Employer	24,298	31,648		30,521	-3.6%		33,215	8.8%
256.46.01.05220.000 FICA	14,277	13,505		14,917	10.5%		15,319	2.7%
256.46.01.05230.000 Group Insurance	37,490	47,129		47,787	1.4%		51,715	8.2%
256.46.01.05240.000 Retirement Benefit	37,009	37,748		58,038	53.8%		59,472	2.5%
256.46.01.05251.000 Retirement 401A	5,130	7,500		8,054	7.4%		8,197	1.8%
256.46.01.05260.000 Vehicle Allowance	2,964	3,030		3,485	15.0%		3,485	0.0%
256.46.01.05261.000 Employee FICA Benefit	10,375	10,460		11,551	10.4%		11,869	2.8%
<b>Total Salary and Benefits</b>	<b>344,118</b>	<b>361,029</b>		<b>406,506</b>	<b>12.6%</b>		<b>421,161</b>	<b>3.6%</b>
256.46.01.05310.000 Professional Services	51,984	138,450		141,000	1.8%		146,100	3.6%
Appraisals			20,000			20,000		
Audit			12,500			13,600		
Legal			90,000			92,000		
SB 341 Consultant			10,000			12,000		
Legislative			8,500			8,500		
256.46.01.05440.000 Building & Grounds Maintenance	56,780	59,266		62,600	5.6%		64,478	3.0%
Landscape Maintenance			52,400			53,972		
Solar Maintenance			4,200			4,326		
LED Fixtures			1,500			1,545		
ADA Maintenance			4,500			4,635		
256.46.01.05580.000 Insurance Expense	83,646	96,608		104,540	8.2%		112,903	8.0%
General Liability and Worker's Comp			24,935			26,930		
Property, Earth, Flood Insurance			79,605			85,973		
256.46.01.05916.000 Indirect Costs	9,386	9,780		10,762	10.0%		10,956	1.8%
256.46.01.05920.000 Community Assistance	73,000	200,000		250,000	25.0%		250,000	0.0%
<b>TOTAL OPERATING</b>	<b>618,914</b>	<b>865,133</b>		<b>975,408</b>	<b>12.7%</b>		<b>1,005,598</b>	<b>3.1%</b>
<b>HOUSING AUTHORITY CAPITAL</b>								
256.46.01.05450.000 Capital	449,817	1,842,602		923,520	-49.9%		315,000	-65.9%
General Plan Update - Housing			300,000					
Mountain View Villas - HVAC			75,000			75,000		
Mountain View Villas - Landscaping			65,000			-		
Mountain View Villas - ADA Transition Projects			50,000			50,000		
Mountain View Villas - Dishwasher Replacements			32,520			-		
Mountain View Villas - Concrete Repairs			30,000			30,000		
Mountain View Villas - Roof Repairs			10,000			10,000		
Mountain View Villas - Fitness Equipment			8,000			1,000		
Mountain View Villas - led Lights			4,000			4,000		
Mountain View Villas - Pool Repairs			4,000			-		
Indian Wells Villas - Roof Repairs (All Buildings)			185,000			-		
Indian Wells Villas - HVAC Replacements			75,000			75,000		
Indian Wells Villas - ADA Transition Projects			50,000			50,000		
Indian Wells Villas - Concrete Repairs			15,000			15,000		
Indian Wells Villas - Fitness Equipment			8,000			1,000		
Indian Wells Villas - Pool Repairs			8,000			-		
Indian Wells Villas - LED Lights			4,000			4,000		
<b>TOTAL CAPITAL</b>	<b>449,817</b>	<b>1,842,602</b>		<b>923,520</b>	<b>-49.9%</b>		<b>315,000</b>	<b>-65.9%</b>
<b>TOTAL OPERATING &amp; CAPITAL</b>	<b>1,068,731</b>	<b>2,707,735</b>		<b>1,898,928</b>	<b>-29.9%</b>		<b>1,320,598</b>	<b>-30.5%</b>

## Program Budget Continued

Account Number	FY2017/18 Year End Actual	FY2018/19 Projected Year End	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Budget Detail	FY2020/21 Projected Appropriation	% change
<b>INDIAN WELLS VILLAS</b>								
253.46.01.05090.000 IW Villas Operating Cost	542,265	579,247		592,110	2.2%		609,850	3.0%
253.46.01.05091.000 IW Villas Maintenance	29,224	25,595		84,444	229.9%		86,450	2.4%
253.46.01.05092.000 IW Villas Capital Reserve	74,770	65,538		76,848	17.3%		79,200	3.1%
<b>TOTAL INDIAN WELLS VILLAS FUND</b>	<b>646,259</b>	<b>670,380</b>		<b>753,402</b>	<b>12.4%</b>		<b>775,500</b>	<b>2.9%</b>
<b>MOUNTAIN VIEW VILLAS</b>								
254.46.01.05090.000 Mountain View Villas Operating Cost	817,074	848,045		851,609	0.4%		877,150	3.0%
254.46.01.05091.000 Mountain View Villas Maintenance	-	88,593		155,355	75.4%		159,550	2.7%
254.46.01.05092.000 Mountain View Villas Capital Reserve	141,727	102,400		114,375	11.7%		117,800	3.0%
<b>TOTAL MOUNTAIN VIEW VILLAS FUND</b>	<b>958,801</b>	<b>1,039,038</b>		<b>1,121,339</b>	<b>7.9%</b>		<b>1,154,500</b>	<b>3.0%</b>
<b>TOTAL HOUSING AUTHORITY FUNDS</b>	<b>2,673,791</b>	<b>4,417,153</b>		<b>3,773,669</b>	<b>-14.6%</b>		<b>3,250,598</b>	<b>-13.9%</b>

**RESOLUTION HA NO. 2019-01**

**A RESOLUTION OF THE INDIAN WELLS HOUSING AUTHORITY, CALIFORNIA, ADOPTING THE OPERATING AND CAPITAL BUDGETS FOR THE INDIAN WELLS HOUSING AUTHORITY FOR FISCAL YEARS 2019-20 AND 2020-21**

**WHEREAS**, the Indian Wells Housing Authority Board held a public meeting on May 16, 2019 to review, consider, deliberate, and collect public input regarding the proposed biennial operating budget and capital improvement budget for the Indian Wells Housing Authority for Fiscal Years 2019-20 and 2020-21; and,

**WHEREAS**, the proposed biennial operating budget and capital improvement budget submitted were modified by the Indian Wells Housing Authority Board during the May 16, 2019 public meeting; and,

**WHEREAS**, a proposed biennial operating budget and capital improvement budget for the Indian Wells Housing Authority were submitted to the Indian Wells Housing Authority Board on June 6, 2019; and,

**WHEREAS**, the proposed biennial operating budget and capital improvement budget submitted have been reviewed by the Indian Wells Housing Authority Board.

**NOW, THEREFORE**, the Indian Wells Housing Authority Board of the Indian Wells Housing Authority **DOES HEREBY RESOLVE** as follows:

**SECTION 1. Operating and Capital Budget Approved for Adoption.** Pursuant to and in accordance with applicable provisions of the Indian Wells Housing Authority, the biennial operating budget and capital budget for Fiscal Years 2019-20 and 2020-21, submitted by the Executive Director to the Housing Authority Board on June 6, 2019, is hereby **APPROVED** for adoption.

**SECTION 2. Legislative Control.** The legislative format of the adopted budget shall be by Fund for the operating budget and capital budget, as specified above in Section 1; and that the change of any appropriation authorized above shall be subject to approval of the Housing Authority Board.

**SECTION 3. Administrative Budget Control.** It is hereby **DECLARED** that, in addition to the legislative format, there is a need for administrative control over the adopted budget; and, that the Authority Treasurer, under the direction of the Executive Director, shall detail the adopted budget to administrative control accounts; and that such detailing shall be consistent with the legislative format by fund for the operating budget and capital budget.

**SECTION 4. Budget Carryovers.** It is hereby **APPROVED** that all appropriations for prior fiscal years shall lapse at the end of Fiscal Year 2018-19 and any remaining amounts shall be credited to their respective fund balances, except for: specific orders or encumbrances for operating and capital budgets outstanding at the end of year, and as deemed necessary by the Authority Treasurer, may be carried over to the following fiscal year. The Authority Treasurer

shall carry over the appropriation without further action of the Indian Wells Housing Authority Board.

**SECTION 5. Filing the Adopted Budget in the Office of the Housing Authority Clerk.** The Housing Authority Clerk is hereby **DIRECTED** to file the biennial operating budget and capital improvement budget for Fiscal Years 2019-20 and 2020-21 as adopted by the Housing Authority Board on June 6, 2019, in the Office of the Indian Wells Housing Authority Clerk.

**SECTION 6. Effective Date.** This Resolution shall take full force and effect on July 1, 2019, after its adoption by the Indian Wells Housing Authority Board.

**PASSED, APPROVED, AND ADOPTED** by the Indian Wells Housing Authority Board, at a special meeting held on this 6<sup>th</sup> day of June 2019.

  
\_\_\_\_\_  
**TED J. MERTENS**  
**CHAIR**

**CERTIFICATION FOR RESOLUTION HA NO. 2019-01**

I, Anna Grandys, Secretary for the Indian Wells Housing Authority, **DO HEREBY CERTIFY** that the whole number of the members of the Board of Commissioners of the Indian Wells Housing Authority Board is seven (7); that the above and foregoing Resolution was duly and regularly passed and adopted at a special meeting of the Board of Commissioners of the Indian Wells Housing Authority on the 6<sup>th</sup> day of June 2019, by the following vote:

AYES: Balocco, McCartney, Mertens, Muzik, Peabody, Styburski, Reed  
NOES: None

**ATTEST:**

  
\_\_\_\_\_  
**ANNA GRANDYS**  
**AUTHORITY DEPUTY SECRETARY**

**APPROVED AS TO FORM:**

  
\_\_\_\_\_  
**JEFFERY S. BALLINGER**  
**HOUSING AUTHORITY ATTORNEY**



**Successor Agency  
to the  
Former Indian Wells  
Redevelopment Agency  
Program**

## Successor Agency to the Former Indian Wells Redevelopment Agency Program

The former Redevelopment Agency for the City of Indian Wells was formed and exercised its powers pursuant to the Community Redevelopment law. Pursuant to State Law, the Former Agency was dissolved on February 1, 2012. The Bill provided that upon dissolution of a redevelopment agency, either the city or another unit of local government will agree to serve as the "successor agency" to hold the assets until they are distributed to other units of state and local government. On January 12, 2012, the City Council elected to become the Successor Agency for the former redevelopment agency in accordance with the Bill as part of City resolution number 2012-03.

The Successor Agency administers the payments of bonded debt service and other debt obligations of the former Redevelopment Agency. Payments for these obligations are secured from incremental tax revenues generated within the redevelopment project areas. It's important to differentiate the Successor Agency from the City of Indian Wells, in that, the City itself has no outstanding debt or any obligation to fund Successor Agency debt.

### Successor Agency Debt

<u>Description</u>	<u>Balance at 7/1/2017</u>	<u>Additions</u>	<u>Deletions</u>	<u>Balance at 6/30/2018</u>	<u>Due Within One Year</u>	<u>Due Beyond One Year</u>
<b>Bonds Payable:</b>						
Consolidated Loan Payable	16,400,000			16,400,000	-	16,400,000
SERAF Loan	10,050,526		(2,500,526)	7,550,000	-	7,550,000
RDA Operating Loan Payable	1,339,192			1,339,192	-	1,339,192
2010 A Tax Allocation Bonds	9,115,000	-	(340,000)	8,775,000	355,000	8,420,000
2014 A Tax Allocation Bonds	6,505,000	-	-	6,505,000	-	6,505,000
2014 A-T Tax Allocation Bonds	16,845,000	-	(3,595,000)	13,250,000	3,675,000	9,575,000
2015 A Tax Allocation Bonds	19,710,000	-	(900,000)	18,810,000	1,425,000	17,385,000
2016 A Tax Allocation Bonds	37,470,000	-	(515,000)	36,955,000	90,000	36,865,000
Unamortized Premium	10,209,102	-	(818,531)	9,390,571	818,531	8,572,040
<b>Total long-term liabilities</b>	<u>127,643,820</u>	<u>-</u>	<u>(8,669,057)</u>	<u>118,974,763</u>	<u>6,363,531</u>	<u>112,611,232</u>

### Amount Due to City

In a letter dated November 8, 2013, from the California Department of Finance, the Oversight Board Resolution No. 2013-05 was approved and the loan from the City of Indian Wells for \$1,339,192 was determined to be for legitimate redevelopment purposes and therefore, approved as an enforceable obligation. Collections are set to begin in 2023.

In a letter dated November 22, 2013, from the California Department of Finance, the loan between the Successor Agency and the City of Indian Wells for \$16,400,000 was determined to be for legitimate redevelopment purposes and therefore, approved as an enforceable obligation. Collections are set to begin in 2023.

## SERAF Loan

In April 2010, the Redevelopment Agency Low/Moderate Housing Fund advanced the Redevelopment Agency Debt Service Fund \$11,514,773. The advance bears no interest. The advance was made to provide funding for the Supplemental Education Revenue Augmentation Funds (SERAF) Obligation.

The Successor Agency has absorbed this debt as part of the dissolution of the redevelopment agency and now is obligated to pay the debt to the Housing Authority. Payments to the SERAF loan are placed on the agency's Recognized Obligation Payment Schedule (ROPS) and are approved by the Department of Finance.

## Administrative Costs

In order to wind down the former Redevelopment Agency, the Successor Agency incurs administrative expenses. Such expenses reflect the costs for salaries, technical assistance, operating services and supplies, and other ancillary expenses.

## Initiatives

Wind down the remaining activities of the dissolved Redevelopment Agency.

## Program Staffing Allocations

There are no staffing allocations for this program.

## Workload Activity Measures

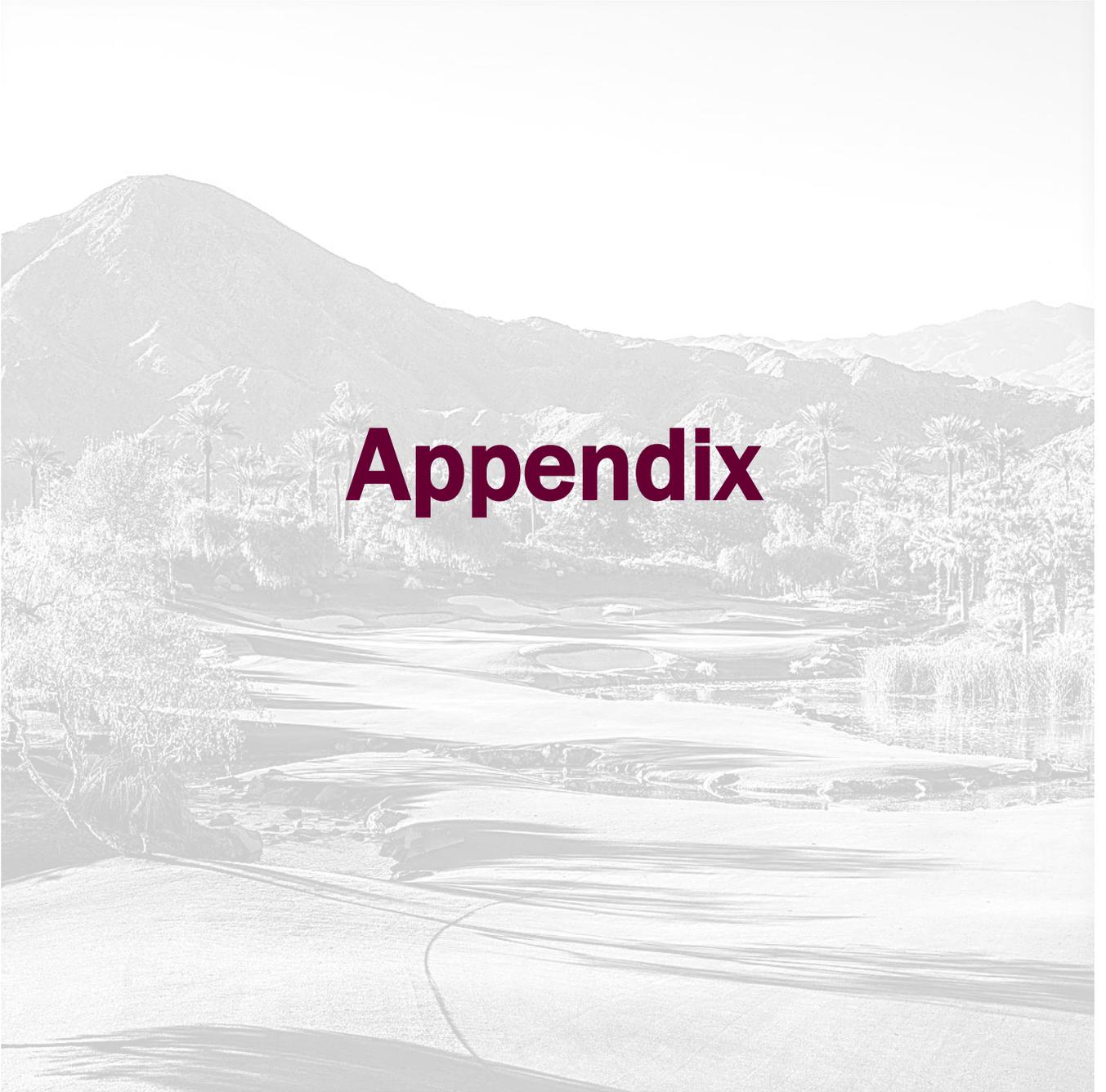
There are no Workload Activity Measures designated for this program.

## Program Budget

Account Number	FY2017/18 Year End Actual	FY2018/19 Projected Year End	FY2019/20 Budget Detail	FY2019/20 Projected Appropriation	% change	FY2020/21 Projected Appropriation	% change
<b>DEBT SERVICE FUND</b>							
453.63.01.05820.000 Debt Interest	3,039,428	3,745,751		3,607,849	-3.7%	3,288,198	-8.9%
<b>Total Debt Service Fund</b>	<b>3,039,428</b>	<b>3,745,751</b>		<b>3,607,849</b>	<b>-3.7%</b>	<b>3,288,198</b>	<b>-8.9%</b>
<b>REDEVELOPMENT OBLIGATION RETIREMENT FUND</b>							
456.63.01.05811.000 Successor Agency Admin Fees	316,595	321,302		339,400		349,582	
456.66.02.05999.000 Operating Transfers Out	12,010,434	11,031,186		11,522,534	4.5%	11,868,210	3.0%
<b>TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUND</b>	<b>12,327,029</b>	<b>11,031,186</b>		<b>11,861,934</b>	<b>7.5%</b>	<b>12,217,792</b>	<b>3.0%</b>
<b>Total Successor Agency Program</b>	<b>15,366,457</b>	<b>14,776,937</b>		<b>15,469,783</b>	<b>4.7%</b>	<b>15,505,990</b>	<b>0.2%</b>



**INDIAN WELLS**  
CALIFORNIA



**Appendix**

## Glossary and Acronyms

**Accountability:** Extent to which one is responsible to a higher authority, legal or organizational, for one's actions in society or within one's particular organizational position.

**Accrual basis:** Sometimes called "full accrual" basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received, and expenditures are recorded at the time the liability is incurred, regardless of when it is paid.

**Accumulated depreciation:** The amount of depreciation that has accumulated to date during the existing useful life of City assets.

**Actual:** A column heading in the budget. Figures found in the Actual column indicate actual financial information recorded for that time period.

**Ad valorem taxes:** Revenue from taxes paid on real property and personal property which is calculated based on the "value" of the property.

**Americans with Disabilities Act (ADA):** Americans with Disabilities Act, Public Law 336 of the 101st Congress, enacted July 26, 1990. The ADA prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public accommodations, commercial facilities, and transportation. It also mandates the establishment of TDD/telephone relay services

**Adjusted budget:** The current budget adopted by the city council, including any council approved modifications authorized throughout the year and prior year's encumbrances.

**Administrative overhead:** The cost applied based on employee salaries, to fund the administration of the payroll system, employee benefits, labor relations and ancillary services.

**Adopted budget:** The new allocation of expenditures and revenues for the current fiscal year as approved by the city council.

**Allocate:** To divide a lump-sum appropriation which is designated for expenditure by specific organization units and/or for specific purposes, activities, or objects.

**Amended budget:** The official budget as adopted and as amended by a legislative body through the course of a fiscal year.

**Annual budget:** A legally adopted budget applicable to a single fiscal year.

**Appropriation:** A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

**Assessed valuation:** A dollar value placed on real estate or other property by Riverside County as a basis for levying property taxes.

**Asset:** Anything having commercial or exchange value that is owned by a business, institution or individual.

**Audit:** Conducted by an independent certified public accounting (CPA) firm; the primary objective of an audit is to determine if the city's financial statements present the city's financial position and results of operations in conformity with generally accepted accounting principles.

**Balanced budget:** A budget in which planned expenditures do not exceed projected funds available.

**Balance sheet:** A financial statement reporting the organization's assets, liabilities, and equity activities.

**Bond:** A city may raise capital by issuing a written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a special rate.

**Budget:** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

**Budget calendar:** A schedule of dates which is followed in the preparation, adoption, and administration of the budget.

**Budget message:** A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body.

**Capital budget:** A budget that implements the capital improvement program.

**Capital outlays:** Expenditures that result in the acquisition of or addition to fixed assets. Capital improvement construction or major repair of city infrastructure, facilities, or buildings.

**Capital improvement program:** A plan for capital improvements to be implemented each year over a fixed period of years to meet capital needs arising from the long-term work effort. It sets forth each project or other contemplated expenditures in which the government is to have a part and specified the full resources estimated to be available to finance the projected expenditures.

**Capital outlay:** The acquisition costs of equipment with a value of \$5,000 or greater used in providing direct services.

**Charter-mandated:** As legally required by the city's charter, which is the document that spells out the purposes and powers of a city.

**City council priorities:** Formal annual priorities established by the city council, in consultation With the city manager, that help guide the allocation of resources.

**Citywide focus areas:** Broad areas of service that align each program to a specific and tangible outcome for the community. There are ten citywide focus areas, which reflect the contributions of multiple departments.

**Citywide goals:** Broad organizing principles that establish priorities across departments and provide the general framework for displaying performance measures and reporting financial information by program. The citywide goals are determined by the city manager and may correspond to the citywide focus areas and/or the City of Indian Wells strategic plan.

**Certificates of Participation (C.O.P):** Form of lease-purchase financing used to construct or acquire capital facilities and equipment.

**Community Development Block Grant (CDBG):** A federal grant that aims to develop viable urban communities by providing decent housing, a suitable living environment, and expanded opportunities for persons of low and moderate income. The City of Indian Wells receives an annual CDBG entitlement from the U.S. Department of Housing and Urban Development.

**Contingency:** An appropriation of funds that occur during the fiscal year, such as disaster emergencies, federal and/or state mandates, shortfall in revenues, or other unanticipated costs.

**Continuing appropriation:** Funds committed for a previous year's expenditure, which were not spent in the year of appropriation, but are intended to be used in the succeeding year. The most common example is an appropriation for a capital project.

**Contractual services:** Services rendered to city activities by private firms, individuals, or other governmental agencies. Examples of these services include engineering, technology, law enforcement, and legal.

**Customer service:** A function of how well an organization is able to consistently exceed the needs of the customer.

**Debt service:** The cost of paying the principal and interest on money according to a predetermined schedule.

**Department:** A major organizational unit of the city, which has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

**Department strategic initiatives:** Clear, measurable, and time-specific statements that address citywide goals, issue statements, and city council priorities over the next several years.

**Designated fund balance:** A portion of unreserved fund balance designated by city policy for specific future use.

**Depreciation:** The decrease in value of physical assets due to use and the passage of time.

**Development Impact Fees:** Fees placed on the development of land or conditions required for the approval of a development project such as the donation (dedication or exaction) of

certain land (or money) for specific public uses. The fees are typically justified as an offset to the future impact that development will have on existing infrastructure.

**Encumbrance:** The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure. An encumbrance is not an expenditure; an encumbrance reserves funds to be expended.

**Enterprise fund:** Also known as a proprietary fund. GAAP requires state and local governments to use the enterprise fund type to account for “business-type activities” similar to those found in the private sector.

**Estimated carryover:** Funds carried over from prior years for multi-year grants and projects.

**Expenditures:** Decreases in net financial resources. Expenditures include current operating expenses that require the current or future use of net current assets, debt service and capital outlays.

**Expenses:** Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

**Financial strategic plan:** The City’s long-range budget planning tool to project and provide responses to fluctuations in structural revenue and expense in the general fund.

**Fees for services:** Charges for services levied by the government to recover costs associated with providing a service or permitting an activity. Examples of fees include monthly water, sewer, and garbage collection fees, Plan Checking Fees, Building & Engineering Permitting Fees, and Franchise Fees.

**Fire Access Maintenance District (FAMD):** Pursuant to Resolution No. 73-18 adopted by the Indian Wells City Council, the Indian Wells Fire Access Maintenance District No. 1 (FAMD) was formed for the purposes specified as follows: “That the public interest and convenience require and a Maintenance District was formed for maintaining and operating access roadways, rights of way, and easements for fire protection purposes, including, but not limited to the grading or regrading, paving or repaving, planking or re-planking, macadamizing or re-macadamizing, graveling or re-graveling, and oiling or re-oiling thereof, and any structures, barriers, gates or other facilities necessary to restrict the use thereof to fire access vested in the subservient lands, all as now exist or may hereafter be constructed in or for said Maintenance District and of benefit to said Maintenance District but not of benefit to the City of Indian Wells as a whole, which district said Council hereby determines will be the District benefited by the maintenance and operation of said improvements.”

**Fiscal year:** A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

**Fixed assets:** Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery, and equipment.

**Franchise fee:** A franchise fee is charged for the privilege of using public right-of-way and property within the city for public or private purposes. The city currently assesses franchise fees on cable television, utilities, and trash collections contractors.

**Fringe benefits:** Any of a variety of non-wage or supplemental benefits (health/dental/life insurance, pension contributions, and auto allowance) that employees receive in addition to their regular wages.

**Fund:** A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund balance:** A term used to express the equity (assets minus liabilities), governmental fund types and trust funds. However, for budgeting purposes, a working capital definition of current assets minus current liabilities is used for the computation.

**General fund:** The primary operating fund of the city; all revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the general fund. With the exception of subvention or grant revenues restricted for specific uses, general fund resources can be utilized for any legitimate governmental purpose.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards of and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practices as a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations.

**Goal:** A statement of broad direction, purpose, or intent.

**Governmental Accounting Standards Board (GASB):** Governmental Accounting Standards Board is the accounting profession's regulatory body for governmental accounting. The Board determines what constitutes GAAP for governmental agencies.

**Governmental funds:** Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**Grant:** Contributions of cash or other assets from another governmental agency to be used or expended for a specified purpose, activity, or facility.

**Housing Authority:** The agency providing oversight for the Successor Agency in the City of Indian Wells governed by a seven member board.

**Infrastructure:** The City's basic facilities, (e.g., streets, water, sewer, public buildings, and parks).

**Intergovernmental revenue:** Revenue collected by one government and distributed (usually through some predetermined formula) to another level of government(s).

**Investment revenue:** Revenue received as interest from the investment of funds not immediately required to meet cash disbursement obligations.

**Joint powers authority (J.P.A.):** A joint venture comprised of two or more governmental entities sharing the cost of providing a public service.

**Legally adopted budget:** The total of the budgets of each city fund including budgeted transfers between funds.

**Liability:** A claim on the assets of an entity.

**Line-item budget:** A budget that lists detailed expenditure categories (salary, materials, telephone service, travel, etc.) separately, along with the amount budgeted for each specified category.

**Measurements focus:** The accounting convention which determines (1) which assets and which liabilities are included on an entity's balance sheet and (2) whether its operating statement presents "financial flow" information (revenues and expenditures) or "capital maintenance" information (revenues and expenses).

**Mission statement:** A broad statement of a department's purpose, in terms of meeting the public service needs for which it is organized.

**Modified accrual basis:** The accrual basis of accounting where revenues are recognized when they become both "measurable" and "available" to finance expenditures of the current period. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

**Municipal code:** A book that contains City Council approved ordinances currently in effect. The Code defines City policy with respect to areas such as planning, zoning, building, etc.

**Net budget:** The legally adopted budget less all interfund transactions. Those amounts in the budget representing transfers and interfund reimbursements which in effect are double counted from the perspective of the entire budget are subtracted from the legally adopted budget amount.

**Operating budget:** The portion of the budget that pertains to the daily operations providing governmental services. The program budgets contained within the annual budget form the operating budget.

**Operating transfers:** Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended, transfers of tax revenues from a special revenue fund to a debt service fund, transfers from the general fund to a special revenue or capital projects fund, operating subsidy transfers from the general or a special revenue fund to

an enterprise fund, and transfers from an enterprise fund other than payments in lieu of taxes to finance general fund expenditures.

**Ordinance:** A formal legislative enactment by the City Council. It is the full force and effect of law within City boundaries unless pre-empted by a higher form of law. An ordinance has a higher legal standing than a resolution.

**Personal services:** The costs of labor, including salaries and fringe benefits.

**Personnel:** Reflects total full-time, part-time and temporary budgeted positions, expressed as full-time equivalents (FTE). (Example: two half-time positions equal one FTE.)

**Policy:** A direction that must be followed to advance toward a goal. The direction can be a course of action or a guiding principal.

**Preliminary budget:** A budget in its preliminary preparation stage prior to review and formulation by the formal budget-making authority. In the preliminary stage, a budget consists of various estimates forecasting current costs into the future and new or modified spending proposals for the future.

**Prior year encumbrances (PYE):** Money set aside from last year's budget to pay for items or services ordered during that year but received in the current fiscal year. The encumbrance is removed when the items or services are received and paid for.

**Program:** A grouping of activities organized to accomplish basic goals and objectives.

**Program budget:** A budget organized by programs. A program used in this application is a grouping of related activities, projects and services that are similar in purpose. The expenditure focus of a program budget is related to the nature of work and services performed.

**Property tax:** A statutory limited tax levy which may be imposed for any purpose.

**Proposed budget:** The budget as formulated and proposed by the budget-making authority. It is submitted to the legislative body for review and approval.

**Real property transfer tax:** Collected by the county auditor-controller and is based on the value of property sold or otherwise changed in title. The rate is proscribed by the state revenue & taxation code.

**Reserve:** That portion of a fund's balance designated and/or legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Revenues:** The historical and projected yield of taxes and other sources of income that a government unit receives for public use.

**Risk management:** An organized attempt to protect an organization's assets against accidental loss in the most cost-effective manner.

**Sales tax:** A tax on the purchase of goods and services that is distributed by the state based on point of sale.

**Secured property:** As the property tax is guaranteed by placing a lien on the real property, secured property is that real property in which the value of the lien on the real property and the personal property located thereon is insufficient to assure payment of the tax.

**Special assessment:** A levy made against certain properties to defray part or all of the costs of a specific improvement or service deemed to primarily benefit those parties.

**Special revenue funds:** Funds used to account for the proceeds from specific revenue sources that are legally restricted to expenditures for specific purposes.

**Strategic business plan:** Department plans aligned to community and city council priorities and organized around a program structure. The plan is based on stakeholder feedback containing issue statements, strategic objectives, mission statements, line of business purpose statements, program purpose statements, and performance measures at the program level. The plan is used to guide a department's operations over the next two to five years.

**Strategic Initiative:** A simply stated, readily measurable statement of aim or expected accomplishment within the fiscal year. A good statement of strategic initiative should imply a specific standard of performance for a given program:

- (a) An operational objective focuses on service delivery.
- (b) A managerial strategic initiative focuses on those aspects of management that help staff achieve operational strategic initiative, i.e., staff training, work-plan development, etc.

**Strategic objectives:** Specific, measurable time-dependent statements of achievement that respond to significant issues and council priorities. Objectives must be associated with citywide focus areas. Strategic objectives are a component of department strategic business plans.

**Subventions:** Revenues collected by the state (or other level of government), which are allocated to the city on a formula basis. The major subventions received by the City from the State of California include: sales tax, no/low property tax cities allocation, vehicle license fees, and gas tax.

**Supplies and services:** A general category used for clarifying expenditures for various supplies and services that are normally used within a fiscal year.

**Tax increment:** The funding mechanism for Redevelopment Agencies in California. When Agencies provide or assist in providing financial assistance to improve blighted areas of a city, the associated assessed value of the improved real property increases. This "incremental" increase in assessed value results in an increase in property tax revenue which is known as "tax increment." Tax increment revenue must remain in the Redevelopment Agency to be used for repaying any debt incurred by the Agency and for additional approved projects. The use of tax increment revenue by Redevelopment Agencies is governed by the California Health and Safety Code.

**Trust & agency funds:** Also know as fiduciary fund types, these funds are used to account for assets held by the City in a trustee capacity or as an agent for private individuals, organizations, or other governmental agencies.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

**Transparency:** The availability of public information about government rules, regulations and operations (programmatic and financial) to encourage community participation and improve the decision-making process.

**Undesignated fund balance:** A portion of fund balance that is not reserved for specific purposes or obligated in any manner. Undesignated fund balance is a key indicator of financial health.

**Unsecured property:** As the property tax is guaranteed by placing a lien on the real property, unsecured property is that real property in which the value of the lien is not sufficient to assure payment of the property tax.

**Unsecured tax:** A tax on tangible personal property such as office furniture, equipment, and boats which are not secured by real property.

**User fees:** The payment of a fee for direct receipt of a public service by benefiting from the service.

**Working capital:** The difference between current assets and current liabilities.

**Year-End:** This term means as of June 30th (the end of the fiscal year).

## Acronyms:

AB	Assembly Bill
ADA	Americans with Disabilities Act
ALC	Architecture and Landscape Committee
AQMD	Air Quality Management District
BLM	Bureau of Land Management
CAFR	Comprehensive Annual Financial Report
CDARS	Certificate of Deposit Account Registry Service
CDBG	Community Development Block Grant
CEQA	California Environmental Quality Act
CIP	Capital Improvement Program
CFL	Compact Fluorescent Lamp
CNG	Compressed Natural Gas
COLA	Cost of Living Adjustment

COPS	Community Oriented Public Safety
CPI	Consumer Price Index
CVAG	Coachella Valley Association of Governments
CVWD	Coachella Valley Water District
DOT	Department of Transportation
ECOC	Emergency Communications and Operations Center
FAMD	Fire Access Maintenance District
FTE	Full-Time Equivalent
FOR	Focus on Results
HOA	Home Owners Association
HVAC	Heating, Ventilating, and Air Conditioning
FY	Fiscal Year
GAAFR	Governmental Accounting, Auditing, and Financial Reporting
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
ICMA	International City/County Management Association
IWGR	Indian Wells Golf Resort
JPA	Joint Powers Authority
LED	Light Emitting Diode
LEED	Leadership in Energy and Environmental Design
MOU	Memorandum of Understanding
OPEB	Other Post-Employment Benefits
OSHA	Occupational Safety and Health Act
PUC	Public Utilities Commission
PYE	Prior Year Encumbrances
RHNA	Regional Housing Needs Assessment
SCAG	Southern California Association of Governments
SCAQMD	Southern California Air Quality Management District
SCE	Southern California Edison
TOT	Transient Occupancy Tax
TUMF	Transportation Uniform Mitigation Fee
UUT	Utility Users Tax
VLF	Vehicle License Fee