



take center stage

# **STRATEGIC PLAN**

## **2022-2024**

# STRATEGIC PLAN CONCEPT

To ensure the continued success for the City of Indio, this Strategic Plan serves as an action plan for our future by:

- Describing a **Vision** of what we want Indio to become
- Establishing a **Mission Statement** that describes our purpose
- Committing to **Values** and **Ethics** that describe our character
- Outlining of **Strategic Areas of Focus**
- Setting forth specific **Goals** and **Action Items** to help achieve those Goals

This Plan will provide the principal guidance for the preparation of the City budget, program objectives and performance measures. It also provides direction on how we allocate resources, establish policy and progressively guide the affairs of the City organization. Practically, the Plan is a tool for the City Council and City Staff to effectively and efficiently meet the needs of our growing and dynamic community. This Plan is created through the hard work and contributions of the City Council and City Staff and with input from the community. City Staff will provide regular progress updates as the Plan is implemented.

## **Vision**

*The City of Indio is recognized as a vibrant Desert community where people live, work, play, shop, visit and thrive.*

## **Mission**

*The City of Indio's public servants provide outstanding municipal services to enhance the quality of life for our residents, visitors and businesses by promoting growth and prosperity.*

## **Ethics**

*City employees and officials are expected to demonstrate the highest standards of personal integrity, honesty and conduct in all activities in order to inspire public confidence. We must preserve and protect the public trust in all of our activities.*

## **Core Values**

- ◆ *Honesty and Integrity* ◆ *Fiscal Responsibility* ◆ *Exceptional Service*
  - ◆ *Cooperation & Collaboration* ◆ *Community Involvement*
  - ◆ *Open & Honest Communication* ◆ *Effectiveness & Efficiency*

# ▶ **AREAS OF FOCUS & GOALS**

## **PUBLIC SAFETY**

Take all possible and prudent steps to provide for continued effective and efficient police, fire and ambulance service, emergency planning; and coordinate with others that provide public safety services.

## **BUSINESS & JOB GROWTH**

Work aggressively to attract and retain business by encouraging quality retail development and by facilitating the location of job/career producing industries to Indio.

## **COMMUNITY INFRASTRUCTURE**

**(STREETS, BRIDGES, INTERCHANGES, STORM DRAINS, PARKS, WATER LINES AND SYSTEMS, ELECTRICAL & BROADBAND)** -- Focus on both the financial and operational aspects of the City's Capital Improvement Program, constructing and maintaining streets, traffic signals, bridges, parks, water systems and other related infrastructure to meet the needs of our growing community.

## **COMMUNITY BEAUTIFICATION**

Identify and implement projects that will beautify our community, increase desirability of commercial and residential properties, and encourage residential homeowners and business owners to invest in landscaping and the cleanup of their properties.

## **DOWNTOWN & HIGHWAY 111**

### **REVITALIZATION**

Facilitate the continued development and redevelopment of the Downtown; and, beautify and enhance the Highway 111 corridor.

## **FESTIVALS, EVENTS, ARTS & CULTURE**

Provide for high-quality festivals, inclusive community events and actively promote art and culture projects and activities.

## **COMMUNITY OUTREACH, COMMUNICATION & PARTICIPATION**

Nurture existing relationships and continue to foster collaboration with community partners. Strides will continue to communicate with and engage the community in all aspects of local government.

## **FINANCIAL & ENVIRONMENTAL SUSTAINABILITY AND OPERATIONAL EXCELLENCE**

Ensure fiscally sound operations by continuously evaluating our processes to maintain cost-effective public services. Guide policy decisions with environmental sustainability in mind. Our City Council and lean Staff Team will foster confidence by demonstrating a POLITE, PROFESSIONAL and PROGRESSIVE demeanor in all interactions.

# **ACTION ITEMS**

## **Area of Focus #1: PUBLIC SAFETY**

**GOAL:** Take all possible and prudent steps to provide for continued effective and efficient police, fire and ambulance service, emergency planning; and coordinate with others that provide public safety services.

### **ACTION ITEMS:**

- 1.a.** Complete Phase 1 of Public Safety Campus
- 1.b.** Implement a new state-of-the-art Body-Worn Camera system
- 1.c.** Go-live with our new Computer-Aided Dispatch and Records Management System
- 1.d.** Conduct an evidence-based assessment from CAD-RMS for patrol deployment with the goal of matching our deployment model with workload and demand
- 1.e.** Finalize written protocols for and continue and refine the Quality of Life team's efforts to address homeless issues and concerns
- 1.f.** Protect our staff and the public from the dangers of fentanyl by implementing a Naloxone program
- 1.g.** Create a formal recruitment program for new hires using modern, relevant technology and video story-telling, including a college campus initiative.
- 1.h.** Present a comprehensive plan for the transition to the Riverside County Public Safety Enterprise Communications (PSEC) system
- 1.i.** Enhance traffic control unit and increase speed enforcement efforts, including the placement of five more solar-powered radar speed limit notification signs.
- 1.j.** Update and adopt a comprehensive Emergency Operations Plan.
- 1.k.** Develop and conduct a table top training exercise.
- 1.l.** Establish Community Emergency Response Team (CERT) Training Program.
- 1.m.** Provide for building and occupant life safety by completing annual business inspections regardless of occupancy type.
- 1.n.** Fully implement new Short-Term Rental ordinance and monitoring program
- 1.o.** Post at least two positive Police stories/press releases each week.
- 1.p.** Install access control system for PD Admin building

## **Area of Focus #2: BUSINESS & JOB GROWTH**

**GOAL:** Work aggressively to attract and retain business by encouraging quality retail development and by facilitating the location of job/career producing industries to Indio.

## **ACTION ITEMS:**

- 2.a.** Create and implement a 5-Year Economic Development Work Plan
- 2.b.** Develop a jobs to housing balance action plan to increase the overall number of available family-wage jobs in the City reducing the need for residents to commute outside of the City for employment. The action plan will establish a goal of reducing the current percentage of employees that work outside the City from 74 % of the population to 50% over a 10-year period.
- 2.c.** Continue to work with The Retail Coach to market the City’s opportunity sites to retailers, restaurants and hoteliers and provide quarterly updates
- 2.d.** Finalize the Disposition and Development Agreement with the Haagen Company for the expansion of the Indio Grand Market Place.
- 2.e.** Annually reach out and check in with 25% of current and future major employers and top sales tax producers.
- 2.f.** Coordinate an annual manufacturing tour with the local real estate brokerage community to encourage & promote new industrial development and job creation.
- 2.g.** Complete and adopt the Zoning Code Update (a.k.a. Unified Development Code) thereby aligning the City’s land use and development standards with the adopted General Plan 2040.
- 2.h.** In coordination with the Chamber, refresh SHOP LOCAL campaign to educate and inform the public about the small actions they can take during various seasons to boost their revenue base.
- 2.i.** Fully implement new cannabis ordinance.

## **Area of Focus #3: COMMUNITY INFRASTRUCTURE**

### **STREETS, BRIDGES, INTERCHANGES, STORM DRAINS, PARKS, WATER LINES AND SYSTEMS, ELECTRICAL & BROADBAND**

**GOAL:** Focus on both the financial and operational aspects of the City’s Capital Improvement Program, constructing and maintaining streets, traffic signals, bridges, parks, water systems and other related infrastructure to meet the needs of our growing community.

## **ACTION ITEMS:**

- 3.a.** Facilitate Monroe Interchange Project for bid in late 2023.
- 3.b.** Get Jackson Interchange Project to “shovel-ready” status by late 2023.
- 3.c.** Establish a City Council approved Pavement Condition Index (PCI) rating of 70 for all public streets to prioritize and direct capital investments in street maintenance and operations.

- **3.d.** Prepare plans and bid City Hall and Library project in early 2023.
- **3.e.** Coordinate with Imperial Irrigation District to ensure upgrades and maintenance of the electrical infrastructure are meeting the needs of the community.
- **3.f.** Purchase the 3.1-acre property on Monroe Street for the future expansion of the Dr. Carreon electrical substation.
- **3.g.** Complete Fiber Master Plan project and pursue short-term and long-term implementation actions for enhanced broadband delivery and access.
- **3.h.** Establish a City-wide 5-Year Capital Improvements Plan and an associated capital infrastructure investment policy that aligns with the City's economic development goals that targets and directs public infrastructure investments in key areas of the City to support enhanced and increased opportunities for business growth and development.

**Approved CIP projects for 2022-24:**

- Indio Blvd N/B Over Coachella Valley Storm Water Channel
- Ave 44 Low Water Crossing
- Madison Street Improvements from Highway 111 to Avenue 48
- Rancho Los Coyotes Pavement Improvements
- Avenue 50 Widening (Jefferson Street - Jackson Street)
- Jefferson Street Widening (Avenue 38 - Avenue 40)
- Shields Road Connection
- Herbert Hoover Elementary Pedestrian Improvements
- Avenue 50 and Jackson Street Improvements
- Monroe and Avenue 41 Traffic Signal
- South Jackson Park ADA Improvements
- Civic Center Storm Drain Program
- Highway 111 and Jefferson Improvements
- Indio Sports Park Phase I
- Demo church building on Smurr and install turf
- Miles Avenue Skate Park
- Park & Playground Upgrades (DRD/JPIA) pursuant to studies
- Misc. Median Landscaping Improvements
- Pickleball courts at Patton Park and at Miles Ave Park
- Jefferson West Entry Median Improvements at Indio Blvd
- Highway 111 Median Landscaping
- Museum Campus - Electrical, Insulation, HVAC
- Oasis Rd Beautification and "diet" from Indio Blvd to Hwy 111
- Avenue 48 Oleander Replacement (15G)
- Street sign mast arm replacements (new branding)
- Downtown Shade Trees
- Dog Park at Miles Avenue Park
- Downtown Gateway Signage
- Hwy 111 Corridor Façade, Signage Improvements
- Golf Center at Hwy 111 landscaping

- ❑ **3.i.** Evaluate programmatic investment opportunities for the Indio Transportation Center based on the Council-adopted Multi-Modal Study to support its future multi-modal evolution including as a rail service train station.
- ❑ **3.j.** Complete the groundwater management plan as required by state law and oversee the implementation of the plan.
- ❑ **3.k.** Update and replace street signage for consistency with new City branding program.
- ❑ **3.l.** Implement an asset management program for the management, maintenance and operations of City-wide infrastructure.
- ❑ **3.m.** Rehabilitate Well T and Well 2C.
- ❑ **3.n.** Complete the drilling phase of a a new groundwater well
- ❑ **3.o.** Implement treatment technologies at Plant 3 to address changing State regulations such as Chromium 6.
- ❑ **3.p.** Fully implement Sustainable Groundwater Management Act (SGMA) actions including groundwater monitoring and reporting.
- ❑ **3.q.** Explore long-term water supply opportunities by collaborating with Coachella Valley agencies and complete feasibility of a recycled water replenishment project.
- ❑ **3.r.** Prepare an annual Consumer Confidence Report (CCR) to inform customers about Indio Water Authority’s water quality and the agency’s commitment to safeguarding water supply.
- ❑ **3.s.** Complete the replacement of 15 fire hydrants consistent with the latest industry standards.
- ❑ **3.t** Complete the design bid package for the replacement of Plant 2 Booster Pump Station Facility.
- ❑ **3.u.** Complete the design bid package for the Westward Ho Drive Pipeline Storm-water Crossing at Plant 4.
- ❑ **3.v.** Complete the preliminary design report to upgrade the downtown Indio water infrastructure.
- ❑ **3.w.** In partnership with the Desert Recreation District, improve and activate parks completing a minimum of 2 improvement and activation projects per fiscal year for the next five fiscal years.
- ❑ **3.x.** Evaluate costs of development of park land at Monroe and Ave. 49.
- ❑ **3.y.** Prepare plans for funding for Phase II of Sports Park.

## **Area of Focus #4: COMMUNITY BEAUTIFICATION**

**GOAL:** Identify and implement projects that will beautify our community, increase desirability of commercial and residential properties, and encourage residential homeowners and business owners to invest in landscaping and the cleanup of their properties.

### **ACTION ITEMS:**

- ❑ **4.a.** Establish a “Keep Indio Beautiful”, “Indio Lindo”, or similar program for community beautification.

- 4.b.** Evaluate the feasibility of a residential façade improvement program for targeted areas of the City to improve the exterior facades of eligible residential structures.
- 4.c.** Create and implement a Commercial Beautification and Facade Improvement Grant Program for major north-south and east west commercial corridors focusing Year 1 efforts on Monroe Street, Year 2 efforts on Highway 111 and Year 3 efforts on Jackson Street.
- 4.d.** Develop and implement a partnership with a local paint store to sponsor the repainting of block walls along key north/south and east/west corridors in the City.
- 4.e.** Establish a quarterly rotating “Clean the City”/ “Indio Cares” / “I love Indio” event in different parts of the City to facilitate individual property cleanups by property owners and neighborhoods utilizing City staff support and volunteer support from individual volunteers, youth groups and church groups.
- 4.f.** Reinststate the Better Neighborhoods Programs (BNP) as part of beautification program and complete a minimum of 1 capital infrastructure beautification project.
- 4.g.** Refresh landscape medians with consistent look on all major arterial roads
- 4.h.** Design, fabricate and install new art and/or signage at key gateways into the City.
- 4.i.** Enhance and expand the current banner program to all connector and above designated streets throughout the City. (Add Veterans, students, etc. Remove unusable brackets)
- 4.j.** Install new wayfinding signs throughout the City
- 4.k.** Prepare and adopt City ordinance requiring enforceable property maintenance standards for commercial, single-family and multi-family properties.
- 4.l.** Re-introduce the collaboration with Women’s Club of Indio’s Yard of the Month program.
- 4.m.** Implement Instagram contest for beautification projects in the community .
- 4.n.** Increase code enforcement related to signage along main corridors such as Hwy 111 and Indio Blvd.

## **Area of Focus #5: DOWNTOWN & HIGHWAY 111 REVITALIZATION**

**GOAL:** Facilitate the continued development and redevelopment of the Downtown; and, beautify and enhance the Highway 111 corridor.

### **ACTION ITEMS:**

- 5.a.** Pursue the marketing and sale of a minimum of three (3) City-owned properties for the development of 300 market rate housing units in Downtown.
- 5.b.** Prepare and issue a Request for Proposal (RFP) for the Skarna property for a vertical mixed-use residential/commercial development with required ground floor retail space on Miles Avenue.



- 5.c.** Hold monthly “Second Saturday” concert event in the Downtown.
- 5.d.** Plan, program and implement a Downtown beautification program to paint, provide blade signs and add flowers on City and privately- owned properties on Miles Avenue and Oasis Street
- 5.e.** Activate empty City-owned storefronts with interim window-wraps and public art.
- 5.f.** Plan, design and construct the downtown “living room” park and entertainment venue.
- 5.g.** Prepare and implement a Downtown Branding, Identity, and Wayfinding Program including identity, gateway and directional signage along adjacent major streets and gateways entering the Downtown, as well as directional signage to key downtown destinations including public parking facilities.
- 5.h.** Refresh and update holiday lighting and tree starting with 2022 holiday season
- 5.h.** Adopt and implement a façade improvement program for businesses in Downtown and along Highway 111.
- 5.i** Develop a short-term and long-term parking management plan for Downtown addressing off-street public and private parking facilities and on-street parking management.
- 5.j.** Develop a Downtown business attractor program to work with owners of private property to aggressively attract local small businesses to locate or relocate in Downtown.
- 5.k.** Complete and adopt the Highway 111 Corridor Specific Plan and implement short-term, mid-term and long-term actions identified by the Plan particularly in the areas of physical improvements and housing production and employment production.
- 5.l.** Market and promote the Hwy 111 Specific Plan to developers and site selectors by exposing the development opportunities and facilitate new development along the Highway 111 corridor.
- 5.m.** Working closely with the Retail Coach, prepare a gap analysis and retail match list specific to downtown to use as a recruitment hit list to occupy empty storefronts.
- 5.n.** Market and promote the Downtown Specific Plan to developers and site selectors by exposing the development opportunities and facilitate new development in downtown.
- 5.o.** Complete demolition of church building on Smurr.
- 5.p.** Create and implement plan for key Downtown corridor property acquisitions.

## **Area of Focus #6:      FESTIVALS, EVENTS, ARTS & CULTURE**

**GOAL:** Provide for high-quality festivals, inclusive community events and actively promote art and culture projects and activities.

### **ACTION ITEMS:**

- 6.a.** Facilitate successful Coachella, Stagecoach and other large Festivals.

- 6.b.** Hold regular Downtown events.
- 6.c.** Develop a plan for other events that may include: Art Walks, Tequilas and Taps, Desert Spook Fest, Wine and Chocolate, Downtown Beer Festival, etc.
- 6.d.** Work with GoldenVoice to increase the number of large festivals to the 5 maximum allowed events in the City to create multiple capture opportunities for visitors, business activity and market awareness.
- 6.e.** Prepare and adopt an Arts and Culture Master Plan for the City to provide a framework for the direction of arts and culture in the City over a 10-year planning period to ensure arts and culture's relevancy, sustainability and enhancement in the Indio community.
- 6.f.** Re-establish the "Art in the Square Chalk Festival" in Downtown Indio.
- 6.g.** Facilitate and expand each year the annual International Tamale Festival
- 6.h.** Work with Desert Theatreworks to establish an annual Performance Art Festival held at and around the IPAC to experience unscripted, unrehearsed and thought-providing work from local, national and international artists.
- 6.i.** Develop an updated City-wide murals program to guide fiscal investments, management, maintenance and operations of public and private murals.
- 6.j.** Bring new art pieces to visible areas throughout the City, especially Downtown and at entries to the community
- 6.k.** Set up shop for Indio branding swag to be sold/distributed in key locations around the City for community pride and name recognition. Hire a person or contractor to arrange for inventory and strategic deployment of branding swag.
- 6.l.** Evaluate the potential for increased City-sponsored community events. Potential community events could include but not limited to Veteran's Day, Holiday Festival, Juneteenth Celebration.
- 6.m.** Participate directly in public and private planning efforts for the year-round utilization of the County Fairgrounds to ensure that City goals and interests are represented and that future public and private investments reflect these interests
- 6.n.** Facilitate Latin American Rhythm Festival in Downtown for fall of 2022.
- 6.o.** Establish a staff special events review team to ensure coordination, advance notice and proper review of proposed event to conform to City policies.

## **Area of Focus #7: COMMUNITY OUTREACH, COMMUNICATION AND EDUCATION**

**GOAL:** Nurture existing relationships and continue to foster collaboration with community partners. Strides will continue to communicate with and engage the community in all aspects of local government.

## **ACTION ITEMS:**

- 7.a.** Return all phone calls and emails same day or within 24 hours (or next business day).
- 7.b.** Complete a new, user friendly, refreshed City website.
- 7.c.** Coordinate regular updates to the City Council from partner agencies.
- 7.d.** Continue building cooperative relationships with representatives of service clubs and other community groups and extend offers to have staff and/or Councilmembers attend their meetings.
- 7.e.** Establish virtual or in-person English/Spanish Town Hall series that will focus on hot topics in the community giving citizens and businesses an important to talk with City representatives to gather feedback and provide information.
- 7.f.** Establish an Indio Leadership Academy that will provide a look into the workings of the City and engage participants in a hands-on overview of City government.
- 7.g.** Ensure transparent communications of City projects via Tyler Munis.
- 7.h.** Complete customer Web-Portal offering access to water conservation tools.
- 7.i.** Develop a “Grow Your Own” program to create talent pipelines by collaborating with local education institutions, community groups, and businesses to establish programs such as internships, apprenticeships, and job shadowing.
- 7.j.** Create a “I love Indio” app in partnership with the Greater Coachella Valley Chamber of Commerce that helps residents and visitors quickly access info for restaurants, shopping, services, and events.
- 7.k.** Establish a speaking circuit for City officials to be guest speakers at schools (i.e. career day), service clubs, and HOAs.
- 7.l.** Promote water conservation at various City and community events at least 4 times per year.
- 7.m.** Engage HOAs and attend meetings to promote water conservation at least once per year.
- 7.o.** Incorporate regular water conservation messages with utility bills.

## **Area of Focus #8: FINANCIAL & ENVIRONMENTAL STABILITY AND OPERATIONAL EXCELLENCE**

**GOAL:** We will ensure fiscally sound operations by continuously evaluating our processes to maintain cost-effective public services. Our City Council and lean Staff Team will foster confidence by demonstrating a POLITE, PROFESSIONAL and PROGRESSIVE demeanor in all interactions.

## **ACTION ITEMS:**

- 8.a.** Conduct a comprehensive organizational analysis to assess and identify the appropriate long-term corporate culture, the optimal service delivery model (s) for the City and the most appropriate and efficient allocation of Department and employee focuses and resources.
- 8.b.** Establish a 5-year plan forecasting and comply with City budget administration policies
- 8.c.** Facilitate biennial Community-Council-Staff Strategic Planning Sessions
- 8.d.** Continue emphasis of the 3P's of Public Service: Polite, Professional, Progressive.
- 8.e.** Establish an annual legislative setting process with the City Council to identify the City's key regional, county, state and federal legislative priorities.
- 8.f.** Develop and implement program for each Councilmember in meeting with County Supervisor, State Assembly member and Senator at least once per year.
- 8.g.** Implement a comprehensive GIS based land management system that allows for data sharing across departments and ease of use for the City's constituents.
- 8.h.** Develop the needed policies and procedures to qualify for the Municipal Information Systems Association of California Excellence in Technology Practices Award.
- 8.i.** Establish an employee recognition and appreciation program to include acknowledgements, awards, events, peer-to-peer initiative surveys, etc.
- 8.j.** Research the process of becoming a certified "Great Place to Work" employer.
- 8.k.** Conduct finance policy reviews and updates every five years.
- 8.l.** Create an Unfunded Liability policy.
- 8.m.** Update the fund balance/reserve policy.
- 8.n.** Develop a leadership competency framework to create development programs for emerging and current leadership staff.
- 8.o.** Create a benefits survey to discover staff satisfaction with current programs and learn about value-added programs that meet our diverse workforce needs.
- 8.p.** Review and update personnel rules and regulations and human resources-related policies to align with the City's mission and values.
- 8.q.** Expand citywide and Department-specific mandated safety training programs to ensure the well-being of staff and mitigate risks.
- 8.r.** Develop an internal human resources customer satisfaction survey to monitor service quality to our internal business partners.
- 8.s.** Set aside an additional \$2M to the Reserve for Economic Uncertainty.
- 8.t.** Deposit \$1M toward unfunded retiree health care costs.

## CONCLUSION

This document is a concise, coherent, focused plan that will serve to guide us in our efforts to improve the community. Indio will continue to experience population growth and has a very bright future. The challenge we face is establishing projects and programs the residents' want that improve their quality of life, while "keeping pace" in maintaining and improving the critical municipal services that we already provide – all with a budget that is smaller than most communities of our size. Our efforts will make Indio an even better place to live, work and enjoy a great quality of life.

Simply put, to achieve the goals and objectives of this Plan and the overall vision of even a better Indio, we will need the tireless efforts and professional expertise of City staff, the support and participation of the community, and the political courage and leadership of the City Council.

