City of Indio

City Council
January 15, 2025

STAFF REPORT

To: City Council
From: Bryan H. Montgomery, City Manager
Prepared by: Jonathan Nicks, Assistant City Manager
Subject: **Staff will review completion of the 2022-2024 Strategic Plan and provide an update on efforts to develop a new Strategic Plan that will begin in 2025.**

RECOMMENDATION:

Receive and file.

SUMMARY:

The Indio Team made significant strides toward completing many action items included in the 2022-2024 Strategic Plan. Staff have engaged a consultant to work with the City Council, staff, and community to help establish priorities for a new Strategic Plan.

BACKGROUND INFORMATION:

In 2022, the Mayor and City Council adopted the current (2022-2024) Strategic Plan. This plan established the City's vision, mission, ethics, and core values. The plan includes the following areas of focus and goals: Public Safety; Business & Job Growth; Community Infrastructure; Community Beautification; Downtown & Highway 111 Revitalization; Festivals, Events, Arts, & Culture; Community Outreach, Communication & Participation; and Financial & Environmental Sustainability & Operational Excellence.

In each area of focus specific action items were established to help the City achieve strategic goals. The current plan contained 159 total action items and during a relatively short timeframe, Team Indio "got stuff done" with 125 or nearly 80% of those items either completed or with significant ongoing efforts (see attached for detailed inventory)

As 2024 has ended, it is important that the City of Indio remains proactive in establishing the goals and objectives that will carry the community forward into the next several years. To ensure that the use of resources aligns with goals and objectives, a new plan will need to be adopted prior to development of the budget for the next fiscal year (July 1, 2025 - June 30, 2026).

The next strategic plan will continue to create a long-term vision for the City and set a course of action by establishing priorities, outlining actions to effectively achieve objectives, and setting a framework for reporting progress. Building upon the existing plan, staff began a request for proposal (RFP) process in November 2024 to engage a professional consulting firm to assist with developing a new strategic plan.

RFP Process

The RFP for strategic planning services incorporated measurable goals, timetables for achievement, and a provision for a community engagement process. A total of seven (7) proposals were received by the submittal deadline on December 10, 2024. Subsequently, a comprehensive evaluation of the proposals was completed by a review committee comprised of City staff from the City Manager's Office, Community Development, Economic Development, Finance, and Human Resource departments. Proposals were reviewed and ranked based on the qualifications and experience of the firms and their project team in addition to the firm's understanding of the project, service delivery approach, and cost.

The top two finalist presented to an interview panel that comprised of staff from the review committee. The results of the evaluation identified Berry Dunn, as the most responsive proposal. Berry Dunn was selected based upon the technical knowledge and expertise of their project staff, understanding of the City's needs, proposed approach including a comprehensive community outreach and stakeholder engagement plan, and cost. Berry Dunn has extensive experience developing consensus-based strategic plans for public agencies, facilitating public meetings, and soliciting input from the public and key stakeholders. The firm will work with the City to develop a multi-year strategic plan that builds upon the current strategic plan and incorporates key elements from the City's other planning documents such as the downtown specific plan, transportation plans, and Capital Improvement Program.

Next Steps

The strategic planning process will begin with community outreach and stakeholder engagement meetings. This will be followed by City Council and staff interviews along with interactive workshops with the goal of developing and adopting the plan prior to the development of the fiscal year 2025/26 budget.

ATTACHMENTS:

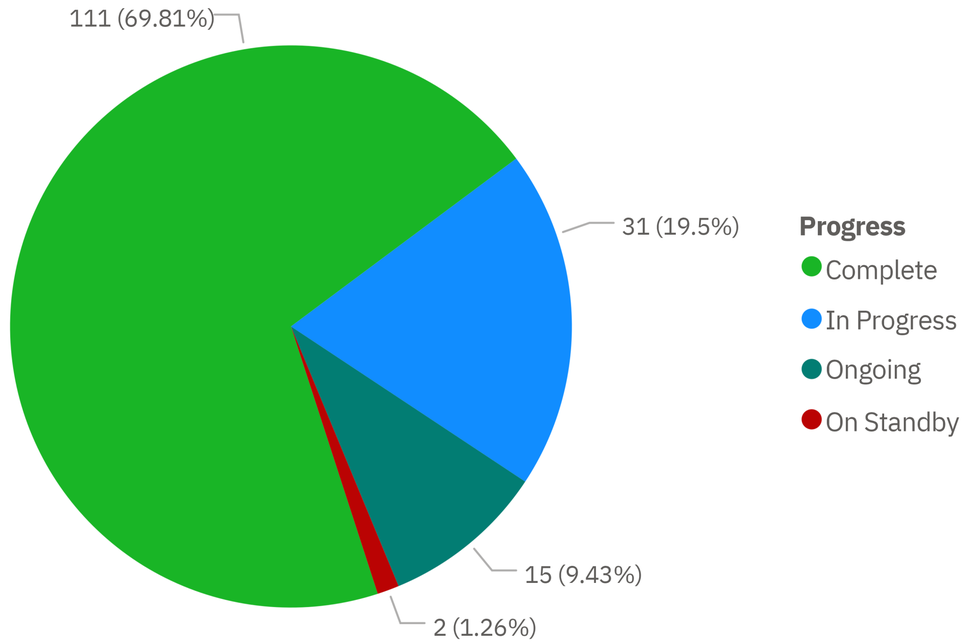
City of Indio - December 2024 Strategic Plan Update - Graphs
December 2024 - Strategic Plan Updates Report

APPROVAL(S):

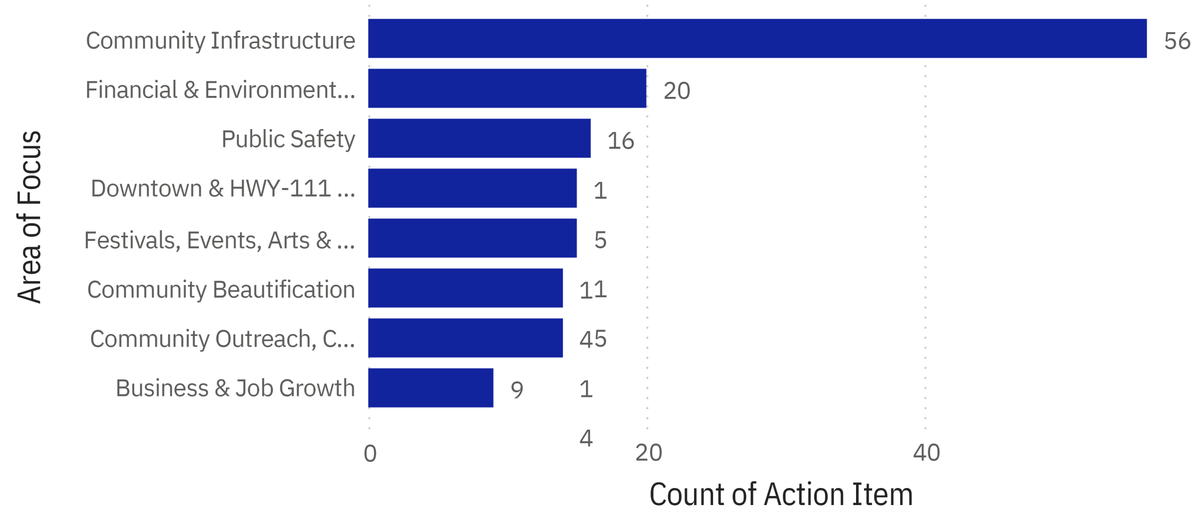
Jennifer A. Mizrahi, Assistant City Attorney	Approved - 09 Jan 2025
Ruby D. Walla, Director of Finance	Approved - 09 Jan 2025
Bryan H. Montgomery, City Manager	Approved - 09 Jan 2025

City of Indio - December 2024 Strategic Plan Update

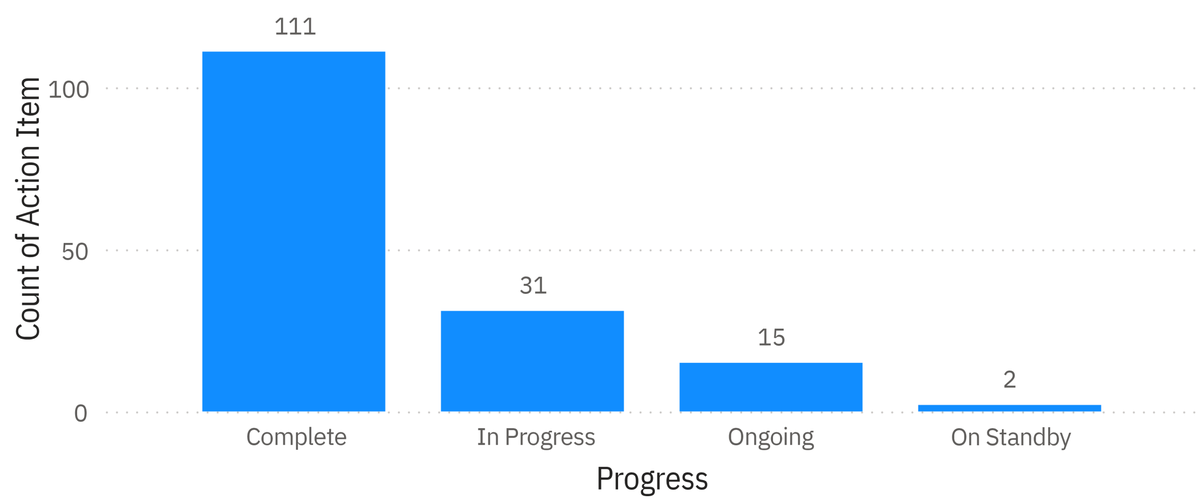
Count of Action Item by Progress



Count of Action Item by Area of Focus



Count of Action Item by Progress



Strategic Plan 2022-2024

2022 2024 Strategic Plan spreadsheet Teams ☆

#	Action Item	Lead	Area of Focus	Progr...	December 2024 Update
1.a.	Complete Phase 1 of Public Safety Campus (Fire Station, Dispatch Center, Office Bldg.)	B.Montgomery	Public Safety	Complete	
1.b	Implement a new state-of-the-art Body-Worn Camera system	D. Haynes	Public Safety	Complete	
1.c.	Go-live with our new Computer-Aided Dispatch and Records Management System	Erika Martinez	Public Safety	Complete	
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	M. Washburn	Public Safety	Complete	
1.e.	Finalize written protocols for and continue to refine the Quality of Life team's efforts to address homeless issues and concerns	C. Shaefer	Public Safety	Complete	
1.f.	Protect our staff and the public from the dangers of fentanyl by implementing a Naloxone program	C. Shaefer	Public Safety	Complete	
1.g.	Create a formal recruitment program for new hires using modern, relevant technology and video story-telling, including a college campus initiative.	A.Ansoorian	Public Safety	Ongoing	
1.h.	Present a comprehensive plan for the transition to the Riverside County Public Safety Enterprise Communications (PSEC) system	Erika Martinez	Public Safety	Complete	
1.i.	Enhance traffic safety by adding two additional officers to IPD's traffic team, including the placement of five more solar-powered radar speed limit notification signs.	M. Washburn	Public Safety	In Progress	
1.j.	Update and adopt a comprehensive Emergency Operations Plan.	S.Vysiak	Public Safety	Complete	
1.k.	Develop and conduct a table top training exercise.	S.Vysiak	Public Safety	Complete	

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1.l.	Establish Community Emergency Response Team (CERT) Training Program for Indio	S.Vysiak	Public Safety	Complete	
1.m.	Provide for building and occupant life safety by completing annual business inspections regardless of occupancy type.	M. Griffith	Public Safety	In Progress	
1.n.	Fully implement new Short-Term Rental ordinance and monitoring program w/additional staff	J.Anderson	Public Safety	Complete	
1.o.	Post at least two positive Police stories/press releases each week	B. Guitron	Public Safety	Complete	
1.p.	Install access control system for PD Administration Building	Jose Vasquez	Public Safety	Complete	
2.a	Create and implement a 5-Year Economic Development Work Plan	C.Morgan	Business & Job Growth	Complete	
2.b.	Develop a jobs to housing balance action plan that includes 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.	C.Morgan	Business & Job Growth	Complete	
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	Miguel Ramirez-Cornejo	Business & Job Growth	Complete	
2.d.	Finalize the Disposition and Development Agreement with the Haagen Company for the expansion of the Indio Grand Market Place.	Miguel Ramirez-Cornejo	Business & Job Growth	Complete	
2.e.	Annually reach out and check in with 25% of current and future major employers and top sales tax producers.	C.Morgan	Business & Job Growth	Complete	

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2.f.	Coordinate an annual manufacturing tour with the local real estate brokerage community to encourage & promote new industrial development and job creation.	C.Morgan	Business & Job Growth	Complete	
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.	K.Snyder	Business & Job Growth	Complete	
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.	Miguel Ramirez-Cornejo	Business & Job Growth	Complete	
2.i.	Adopt ordinance for cannabis businesses.	B.Montgomery	Business & Job Growth	Complete	
3.a.	Facilitate Monroe Interchange Project for bid in late 2023.	T. Wassil	Community Infrastructure	In Progress	Project is obtaining Right of Way from property owners adjacent to Monroe. Projected to be ready to list for bid in late 2025
3.b.	Get Jackson Interchange Project to "shovel-ready" status by late 2023	T. Wassil	Community Infrastructure	In Progress	Design is at 65% and agencies and utility companies are providing comments.
3.c.	Establish a Pavement Condition Index (PCI) rating of 70 for all public streets to prioritize and direct capital investments in street maintenance and operations.	T. Wassil	Community Infrastructure	Complete	Complete
3.d.	Prepare plans and bid City Hall and Library project in early 2023	B.Montgomery	Community Infrastructure	Complete	Plans and project bid were completed with City Hall & Library construction well underway.
3.e.	Coordinate with Imperial Irrigation District to ensure upgrades and maintenance of the electrical infrastructure are meeting the needs of the community.	B.Montgomery	Community Infrastructure	In Progress	

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3.f.	Purchase the 3.1-acre property on Monroe Street for the future expansion of the Dr. Carreon electrical substation.	C.Morgan	Community Infrastructure	Complete	
3.g.	Complete Fiber Master Plan project and pursue short-term and long-term implementation actions for enhanced broadband delivery and access.	I.Cozens	Community Infrastructure	In Progress	The City has filed for reimbursement for the LATA grant after submitting the final deliverables. The City has received the $8.9M grant for the installation of last mile fiber to unserved and underserved areas in the City.
3.h.	Adopt annually a 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.	T. Wassil	Community Infrastructure	Complete	Complete. Adopted annually with budget.
3.h.1.	Indio Blvd N/B Over Coachella Valley Storm Water Channel	T. Wassil	Community Infrastructure	Complete	Complete
3.h.2.	Ave 44 Low Water Crossing	T. Wassil	Community Infrastructure	In Progress	Under construction. Estimated Completion Summer 2026.
3.h.3.	Madison Street Improvements from Highway 111 to Avenue 48	T. Wassil	Community Infrastructure	Complete	Complete
3.h.4.	Rancho Los Coyotes Pavement Improvements	T. Wassil	Community Infrastructure	Complete	Complete
3.h.5.	Avenue 50 Widening (Jefferson Street - Jackson Street)	T. Wassil	Community Infrastructure	In Progress	Completed Environmental Documents. Continuing to meet with utility companies on relocation of their facilities. Currently in the ROW phase.
3.h.6.	Jefferson Street Widening (Avenue 38 - Avenue 40)	T. Wassil	Community Infrastructure	In Progress	Completed 2 community meetings for design concept and alternatives.. Next step is to complete Environmental Documents base on proposed design and put out an RFP for the Design Firm.

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3.h.7.	Shields Road Connection	T. Wassil	Community Infrastructure	Complete	Complete
3.h.8.	Herbert Hoover Elementary Pedestrian Improvements	T. Wassil	Community Infrastructure	Complete	Complete
3.h.9.	Avenue 50 and Jackson Street Improvements	T. Wassil	Community Infrastructure	In Progress	under construction
3.h.10.	Monroe and Avenue 41 Traffic Signal	T. Wassil	Community Infrastructure	Complete	Complete
3.h.11.	South Jackson Park ADA Improvements	T. Wassil	Community Infrastructure	Complete	Complete
3.h.12.	Civic Center Storm Drain Program	T. Wassil	Community Infrastructure	In Progress	
3.h.13.	Highway 111 and Jefferson Improvements	T. Wassil	Community Infrastructure	Complete	Complete
3.h.14.	Indio Sports Park	T. Wassil	Community Infrastructure	In Progress	Under construction
3.h.15.	Demo church on Smurr	M. Edgar	Community Infrastructure	Complete	Complete
3.h.16.	Miles Ave Skate Park	B.Montgomery	Community Infrastructure	In Progress	
3.h.17.	Park/Playground Upgrades pursuant to studies	M. Edgar	Community Infrastructure	Complete	Complete
3.h.18.	Misc. Median Improvements	M. Edgar	Community Infrastructure	In Progress	under construction
3.h.19.	Pickle ball Courts at Patton and Miles Ave	M. Edgar	Community Infrastructure	Complete	Complete
3.h.20.	Jefferson Entry Median at Indio Blvd	M. Edgar	Community Infrastructure	Complete	substantially complete. Contractor started 90-day landscape maintenance period.
3.h.21.	Hwy 11 Median Landscaping	M. Edgar	Community Infrastructure	In Progress	under construction

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3.h.22.	Museum Campus: electrical, insulation, HVAC	Jose Vasquez	Community Infrastructure	Complete	Complete
3.h.23.	Oasis Rd Beautification and "diet" from Hwy 111 to Indio Blvd	T. Wassil	Community Infrastructure	In Progress	Under Construction
3.h.24.	Ave. 48 Oleander Replacement	M. Edgar	Community Infrastructure	Complete	Complete
3.h.25.	Street sign replacement	T. Wassil	Community Infrastructure	Complete	Substaintially complete
3.h.26.	Downtown Shade Trees	M. Edgar	Community Infrastructure	In Progress	Under construction
3.h.27.	Dog Park at Miles Ave Park	M. Edgar	Community Infrastructure	Complete	Complete
3.h.28.	Downtown Gateway Signage	B.Montgomery	Community Infrastructure	Complete	Multiple Gateway Signs have been installed throughout the City.
3.h.29.	Hwy 111 Corridor Façade Improvement Program	C.Morgan	Community Infrastructure	Complete	
3.h.30.	Downtown Façade Improvement Program	C.Morgan	Community Infrastructure	Complete	
3.h.31.	Golf Center at Hwy 111 Landscaping	M. Edgar	Community Infrastructure	Complete	Substantially complete
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.	T. Wassil	Community Infrastructure	On Standby	No change
3j.	Complete the groundwater management plan as required by state law and oversee the implementation of the plan.	R.Trejo	Community Infrastructure	Complete	
3.k.	Update and replace street signage for consistency with new City branding program.	T. Wassil	Community Infrastructure	In Progress	Residential street name signs, first batch ordered and under production.

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3.l.	Implement an asset management program for the management, maintenance and operations of City-wide infrastructure.	I.Cozens	Community Infrastructure	In Progress	IT is currently working on an amendment to the current Tyler SaaS Agreement for the addition of EAM.
3.m.	Provide continuous water service by rehabilitating a Groundwater Well.	R.Trejo	Community Infrastructure	Complete	
3.n.	Complete the drilling design package of a new groundwater well to accommodate growth and expansion.	R.Trejo	Community Infrastructure	Complete	100% Complete. Replaced with Avenue 50th Pipeline on Jefferson and Madison Project. 100% design complete. This item is now complete. We will add the construction phase of this project to the Next Strategic Plan.
3.o.	Continue to monitor and prepare to action plan to address changing State regulations regarding Chromium 6.	R.Trejo	Community Infrastructure	Complete	
3.p.	Complete construction of monitoring well addressing Sustainable Groundwater Management Act (SGMA) actions including groundwater monitoring and reporting.	R.Trejo	Community Infrastructure	Complete	
3.q.	Explore long-term water supply opportunities by collaborating with Coachella Valley agencies and complete feasibility of a recycled water replenishment project.	R.Trejo	Community Infrastructure	Complete	
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.	R.Trejo	Community Infrastructure	Complete	
3.s.	Complete the replacement of 15 fire hydrants consistent with the latest industry standards.	R.Trejo	Community Infrastructure	Complete	
3.t.	Complete the design bid package for the replacement of Plant 2 Booster Pump Station Facility.	R.Trejo	Community Infrastructure	Complete	Postpone and Replaced. Will proceed with hydropneumatic tank replacement at Plant 2 Booster Station. We will add the construction phase of this revised project to the Next Strategic Plan.

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3.u.	Complete the design bid package for the Westward Ho Drive Pipeline Storm-water Crossing at Plant 4.	R.Trejo	Community Infrastructure	Complete	
3.v.	Complete the preliminary design report to upgrade the downtown Indio water infrastructure.	R.Trejo	Community Infrastructure	Complete	
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 5 fiscal years.	B.Montgomery	Community Infrastructure	Complete	
3.x.	Evaluate costs of development of park land at Monroe and Ave 49	B.Montgomery	Community Infrastructure	In Progress	
3.y.	Prepare plans for Phase II of Sports Park	M. Edgar	Community Infrastructure	On Standby	Currently on-hold for construction of Phase 1 to be complete in August 2025.
4.a	Establish a "Keep Indio Beautiful" or similar program for community beautification.	B.Montgomery	Community Beautification	Complete	
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 thereby improving the look and appearance of the property, the surrounding neighborhood and the City.	B.Montgomery	Community Beautification	Ongoing	
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.	Miguel Ramirez-Cornejo	Community Beautification	Complete	Work for 2022-2024 has been completed. $500,000 completed with $150,000 applications in process.
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.	B.Montgomery	Community Beautification	Complete	

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4.e.	Establish 4 times per year schedule "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.	B.Montgomery	Community Beautification	Complete	
4.f.	Reinstate the Better Neighborhoods Programs (BNP) as part of beautification program and complete a minimum of 1 capital infrastructure beautification project in the City during the next 5 years.	B.Montgomery	Community Beautification	In Progress	
4.g.	Refresh landscape medians with consistent look on all major arterial roads with a minimum of 4 medians per year	T. Wassil	Community Beautification	Complete	Complete
4.h.	Design, fabricate and install new ART/SIGNAGE at key gateways into the City.	B.Montgomery	Community Beautification	Complete	
4.i.	Enhance and expand the current banner program to all connector and above designated streets throughout the City. (Add Veterans, students, etc. Remove unsuable brackets)	B.Montgomery	Community Beautification	Ongoing	
4.j.	Install new wayfinding signs throughout the City	B.Montgomery	Community Beautification	Complete	New signs installed on Highway 111 and will continue to be installed in key areas of the city.
4.k.	Prepare and adopt City ordinance requiring enforceable property maintenance standards for commercial and multi-family properties.	J.Anderson	Community Beautification	Complete	
4.l.	Re-introduce the collaboration with Women's Club of Indio's Yard of the Month program.	G.Hernandez	Community Beautification	Complete	
4.m.	Implement Instagram contest for beautification projects in the community	Jose Ramirez	Community Beautification	In Progress	

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5.i.	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.		Downtown & HWY-111 Revitalization	Complete	
5.j.	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	K.Snyder	Downtown & HWY-111 Revitalization	Complete	
5.k.	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.	Miguel Ramirez-Cornejo	Downtown & HWY-111 Revitalization	Complete	19 acres on HWY 111 and Madison under escrow . Potential development proposed as Madison Pointe.
5.l.	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 public/private/both? empty storefronts.	C.Morgan	Downtown & HWY-111 Revitalization	Complete	
5.m.	Market and promote the Downtown Specific Plan to developers and site selectors by exposing the development opportunities and facilitate new development in Downtown.	Miguel Ramirez-Cornejo	Downtown & HWY-111 Revitalization	Complete	Work completed for 2022-2024, efforts will be ongoing for years to come. Met with residential developer to explore potential development. Continue to market properties and work with developers.
5.n.	Create and implement plan for key Downtown corridor property acquisitions	B.Montgomery	Downtown & HWY-111 Revitalization	Ongoing	
5.o.	Complete Downtown "Outdoor Living Room" event Park	B.Montgomery	Downtown & HWY-111 Revitalization	Complete	
6.a.	Facilitate successful Coachella, Stagecoach and other large Festivals	J.Curtis	Festivals, Events, Arts & Culture	Complete	
6.b.	Hold regular Downtown events	Miguel Ramirez-Cornejo	Festivals, Events, Arts & Culture	Complete	

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6.c.	Develop plan for other events that may include: Art Walks, Tequilas and Tapas (Summer) Desert Spook Fest (Fall), Wine and Chocolate (Winter) and Downtown Beer Festival (Spring).	Miguel Ramirez-Cornejo	Festivals, Events, Arts & Culture	Complete	
6.d.	Work with Goldenvoice to increase the number of large festivals up to the 5 maximum allowed events in the City to create multiple capture opportunities for visitors, business activity and market awareness.	B.Montgomery	Festivals, Events, Arts & Culture	Ongoing	
6.e.	Prepare and adopt and 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.	L. Namvar	Festivals, Events, Arts & Culture	Complete	
6.f.	Reestablish the "Art in the Square Chalk Festival" in Downtown Indio.	L. Namvar	Festivals, Events, Arts & Culture	In Progress	
6.g.	Facilitate a successful and expanding annual Indio International Tamale Festival.	B.Montgomery	Festivals, Events, Arts & Culture	Ongoing	
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.	B.Montgomery	Festivals, Events, Arts & Culture	In Progress	
6.i.	Develop an updated City-wide murals program to guide fiscal investments, management, maintenance and operations of public and private murals.	L. Namvar	Festivals, Events, Arts & Culture	In Progress	Contracted awarded to Scott M. Haskins of FACL, Inc for immediate conservation and restoration for nine murals for the amount of $148,794, and annual conservation and restoration costs of $21,680.
6.j.	Bring new art pieces to visible areas throughout the City, especially Downtown and at entries to the community	L. Namvar	Festivals, Events, Arts & Culture	In Progress	

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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.	Jose Ramirez	Community Outreach, Communication	Ongoing	
7.e.	Establish virtual or in-person English/Spanish Town Hall series (at least twice per year) 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.	B.Montgomery	Community Outreach, Communication	Complete	
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.	B.Montgomery	Community Outreach, Communication	Complete	
7.g.	Ensure transparent communications of City projects via Tyler Munis.	I.Cozens	Community Outreach, Communication	Complete	
7.h.	Complete customer Web-Portal offering access to water conservation tools.	R.Trejo	Community Outreach, Communication	Complete	
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.	A.Ansoorian	Community Outreach, Communication	Complete	
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.	Miguel Ramirez-Cornejo	Community Outreach, Communication	Complete	
7.k.	Establish a speaking circuit for City officials to be guest speakers at schools (i.e. career day), service clubs, and HOAs.	B.Montgomery	Community Outreach, Communication	Ongoing	

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7.l.	Promote water conservation at various City and community events at least 4 times per year.	R.Trejo	Community Outreach, Communication	Complete	
7.m.	Engage HOAs and attend meetings to promote water conservation at least once per year.	R.Trejo	Community Outreach, Communication	Complete	
7.o.	Incorporate regular water conservation messaging with utility bills.	R.Trejo	Community Outreach, Communication	Complete	
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.	B.Montgomery	Financial & Environmental Sustainabili	Ongoing	
8.b.	Establish a 5-year plan forecasting and comply with City budget administration policies	R.Rockwell	Financial & Environmental Sustainabili	Ongoing	
8.c.	Facilitate biennial Community-Council-Staff Strategic Planning Sessions	B.Montgomery	Financial & Environmental Sustainabili	Ongoing	After completing an RFP a consultant has been engaged to facilitate a new strategic plan that will commence in 2025.
8.d.	Continue emphasis of the 3P's of Public Service: Polite, Professional, Progressive.	B.Montgomery	Financial & Environmental Sustainabili	Ongoing	
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	B.Montgomery	Financial & Environmental Sustainabili	Complete	
8.f.	Develop and implement program for each Councilmember to have a meeting with County Supervisor, State Assembly member and Senator at least once per year.	Jose Ramirez	Financial & Environmental Sustainabili	Ongoing	
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.	K.Snyder	Financial & Environmental Sustainabili	Complete	

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8.h.	Develop the needed policies and procedures to qualify for the Municipal Information Systems Association of California Excellence in Technology Practices Award.	I.Cozens	Financial & Environmental Sustainability	Complete	The IT Department received the MISAC Excellence in IT Practices Award. Since the questions can change from year to year as technology changes, the IT Department will continue to stay update with the Excellence.
8.i.	Establish an employee recognition and appreciation program to include acknowledgements, awards, events, peer-to-peer initiative, surveys, etc.	A.Ansoorian	Financial & Environmental Sustainability	Complete	
8.j.	Research the process of becoming a certified "Great Place to Work" employer and present written report to the City Manager.	A.Ansoorian	Financial & Environmental Sustainability	Complete	
8.k.	Conduct finance policy reviews and updates every five years.	R.Rockwell	Financial & Environmental Sustainability	In Progress	
8.l.	Create an Unfunded Liability policy.	R.Rockwell	Financial & Environmental Sustainability	In Progress	
8.m.	Update the fund balance/reserve policy.	R.Rockwell	Financial & Environmental Sustainability	In Progress	
8.n.	Develop a leadership competency framework to create development programs for emerging and current leadership staff.	A.Ansoorian	Financial & Environmental Sustainability	Complete	
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.	A.Ansoorian	Financial & Environmental Sustainability	Complete	
8.p.	Review and update personnel rules and regulations and human resources-related policies to align with the City's mission and values.	A.Ansoorian	Financial & Environmental Sustainability	In Progress	Department staff has started to meet on a regular basis to update Personnel Rules and Regulations.
8.q.	Create a City-wide "Learning and Development Unit" to enhance the	A.Ansoorian	Financial & Environmental Sustainability	Complete	

8.r.	Develop an internal human resources customer satisfaction survey to monitor service quality to our internal business partners.	A.Ansoorian	Financial & Environmental Sustainability	Complete	These meetings continue a regular basis and serve as a catalyst to collaborative problem solving and departmental teambuilding.
8.s.	Set aside an additional $2M to the Reserve for Economic Uncertainty	R.Rockwell	Financial & Environmental Sustainability	Complete	
8.t.	Deposit $1M toward unfunded retiree health care costs	R.Rockwell	Financial & Environmental Sustainability	Complete	