# BIENNIAL OPERATING BUDGET

Fiscal Year 2025/2026
Fiscal Year 2026/2027




## CAPITAL IMPROVEMENT PLAN

Fiscal Years 2025/2026 through 2029/2030

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

Adopted
May 15, 2025
(City, Housing Authority & Golf)

# BIENNIAL OPERATING BUDGET

Fiscal Year 2025/2026
Fiscal Year 2026/2027

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# CAPITAL IMPROVEMENT PLAN

Fiscal Years 2025/2026 through 2029/2030

## City Council

Bruce Whitman, Mayor
Dana Reed, Mayor Pro Tem
Greg Sanders, Council Member
Dr. Toper Taylor, Council Member
Brian Penna, Council Member

Dr. Chris Freeland, City Manager

Kevin McCarthy, Finance Director

Prepared by the Finance Department

May 15, 2025

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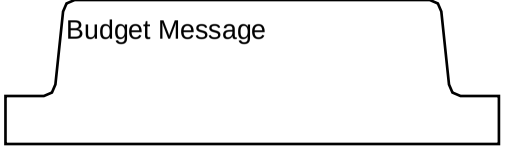

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Budget Message

# Budget Message

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




I am pleased to present the proposed biennial budget for fiscal years 2025-26 and 2026-27 for your review and consideration. This budget embodies the City's steadfast commitment to our City Promise:

"To create an unsurpassed quality of life for our residents and guests by providing superior public safety, exceptional service, and outstanding amenities that enhance our image as a prestigious community and international resort destination."

The City of Indian Wells remains dedicated to enhancing the quality of life for our residents while fostering open and transparent communication to address the evolving needs of this remarkable community.

Indian Wells continues to rank among California's most affluent and fiscally well-managed cities. This distinction is achieved through the Council's adherence to conservative fiscal policies, strong oversight by the Finance Committee, and the City's robust local tourism economy, anchored by luxury resorts, a world-class tennis facility, and the Indian Wells Golf Resort.

The Finance Committee actively monitors cash flow, operating budgets, and capital plans, ensuring that the City Council has the data necessary to make informed financial decisions. Staff will continue to provide semi-annual financial reviews and update the Council on any appropriation adjustments required during the biennial budget cycle.

Tourism remains the primary driver of municipal revenues, particularly transient occupancy tax (TOT), admissions tax, and sales tax. Recent fiscal years have seen record-high TOT and admissions tax collections, reflecting the resilience of the local economy and the demand for premier tourism experiences.

## Summary of Strategic Goals and Priorities

The proposed budget aligns with the City Council's strategic priorities, addressing immediate needs while maintaining a long-term perspective.



Details of the City's strategic goals and priorities are included in the Annual Planning Cycle Tab of this budget. Below is a summary of the key goals and initiatives for the upcoming cycle:

- Enhance the City's long-term sustainability
- Implement the 6th Cycle of the Housing Element
- Develop the Housing Element for the 7th Cycle (2029-2037)
- Address the Regional Housing Needs Assessment (RHNA) by developing strategies to extend affordability covenants at Indian Wells and Mountain View Villas
- Address the Regional Housing Needs Assessment by monitoring and supporting state legislation that gives cities more tools to meet RHNA requirements
- Develop new housing units in the community
- Review resident and guest rates
- Identify a dedicated funding source for the rehabilitation of the Celebrity Course
- Hire design consultants for various capital improvements
- Bring a major golf tournament to the Indian Wells Golf Resort
- Seek opportunities to activate the Celebrity Ballroom
- Install public art projects
- Grand opening celebration for the Players Course

## Summary of Budget Enhancements for the Current Fiscal Year

The following allocations have been incorporated into the City's budget to enhance financial transparency, operational efficiency, and community engagement:

- Expanded Budget Transparency Measures – Increased line-item detail within budgeted programs to improve financial reporting and accountability.
- Expansion of Resident Amenities Program – Enhanced funding to foster community connectivity and inclusivity. Proposed initiatives include an author-speaking series, expanded resident social events, a new wellness program, resident bus tours, a dedicated Resident's Day at the Palm Springs Air Museum, new yoga sessions, commemorative Veterans and Memorial Day ceremonies, and resident events at the Living Desert Zoo during Wildlights.

- Federal Legislative Advocacy – Additional funding allocated to support a Federal Legislative trip to Washington, D.C., ensuring continued engagement on policy and funding opportunities.
- City Website Enhancement Project – Dedicated funding to modernize the City's website, improving public access to municipal services, facilitating real-time updates, and enhancing digital engagement with residents.
- Increased Professional Development Funding – Additional resources provided for Council Members and staff to participate in professional training, workshops, and conferences, reinforcing informed decision-making and effective governance.
- New Community Assistance Funding – Council-specific budget allocations established in accordance with Council policy, including the creation of a dedicated line item for City Council Contributions – Prior Year Carry Forwards.
- Legal Contingency – A new budgetary provision for potential litigation expenses to ensure financial preparedness and mitigate fiscal risks associated with legal proceedings.
- Citywide Landscaping Budget Adjustment – Increased allocation to accommodate anticipated cost escalations under the upcoming Request for Proposal (RFP) process.
- Administrative Cost Adjustment – A 3.0% increase in administrative expenses to align with operational requirements.
- General Expense Inflationary Adjustment – An average 3.0% increase in general expenditures, reflecting contractual obligations and cost-of-living considerations.
- Municipal Code Update Initiative – Dedicated funding to support a comprehensive review and revision of the City's municipal code, ensuring regulatory clarity and compliance.
- Contracted Police Services Adjustment – An 8.5% increase in budgeted costs for contracted law enforcement services, reflecting cost estimates provided by the Riverside County Sheriff's Department.

## 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 most extensive 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. In addition, the Living Desert Zoo, one of 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 various activities that appeal to many interests and energy levels.

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

## Financial Communication

Financial communication with residents and other stakeholders is a fundamental Council Goal and top priority. Throughout the year, the Council utilizes the following methods to keep residents fiscally informed:

1. Council meetings and study sessions to encourage public engagement.
2. Presentation of the financial Forecast during the Council's annual Strategic Planning sessions to encourage public engagement.
3. Finance Committee Meetings.
4. Presentation of the annual financial statements.
5. The City's website.
6. The Mayor's letter.
7. Fiscal update eblasts.
8. The Community Budget 101 education class.
9. The Financial Primer mailer was sent to all residents.
10. The Capital Improvements Overview mailer was sent to all residents.
11. Indian Wells Check Book on the City's website.
12. The Budget At A Glance mailer was sent to all residents.
13. Resident meetings with the City Manager.
14. Coffee with the City Manager.

## Economic Outlook

What makes the economic forecast more difficult than usual is the high degree of uncertainty surrounding policies implemented by the new administration. The political quasi-deadlock seen during the previous administration has been replaced by on again-off again policies on tariffs. Uncertainty results in private sector decision makers postponing investment decisions both for firms and for households (residential construction). The Federal Reserve is in a holding pattern in its decision making, weighing potential price increases resulting from tariffs against negative labor market effects and large-scale layoffs in the public sector to labor shortages in residential construction and agriculture resulting from forced deportations of illegal immigrants. As

a result of these uncertainties, forecasting economic activity has become more difficult. We have to weigh the negative effects from the just described uncertainties against the positive effects from the current administration on smart deregulation, potential increases in oil production, public investments in infrastructure and technology, paired with promises of Artificial Intelligence.

Economists use certain "sensors," or leading economic indicators, to forecast recessions. These variables will ring alarms just in time to allow for counter-cyclical policy or, at the regional level, policy actions that help mitigate the effect of an economic downturn. Most of these censors (yield curve, consumer sentiment index, stock market, etc.) point to a recession in late 2025/early 2026. We believe that the most likely outcome is that the national economy will continue to grow at a lower but positive rate over the next two years. The U.S. economy will be on the brink of stagflation, but will not contract. The current forward momentum, perhaps best compared to an oil tanker moving in a certain direction, will carry the economy through 2025. The fundamental thesis of improved economic efficiency through a reduced government footprint remains intact, but the transition path will be bumpy and therefore warrants careful attention.

The inflation rate will continue to remain above the 2 percent target in 2025/ 2026, which means that the Federal Reserve cannot significantly lower interest rates to provide stimulus to the housing market. As a result, mortgage rates will not continue to fall significantly. We do not expect dramatically higher sales activity in the housing market since owners will not be more tempted to cash in their gains and move into larger houses, thereby losing their current low-interest-rate mortgages.

## Economic Outlook for Indian Wells

Indian Wells is one of the nine major cities in the Coachella Valley, with the others being Cathedral City, City of Coachella, Desert Hot Springs, Indio, La Quinta, Palm Desert, Palm Springs, and Rancho Mirage. The nine cities have just over 370,000 residents.

The entire metro area population is about 500,000, fluctuating significantly within a given year due to the extremely high summer temperatures. The Coachella Valley is located in Riverside County, the fourth largest county in Southern California by population. Together with San Bernardino County, the Riverside-San Bernardino Ontario Metropolitan Statistical Areas (MSA) recently became the 12th most populous in the U.S., with 4.7 million residents, surpassing the San Francisco MSA. There are roughly 385 MSAs composed of one or two counties, with New York-Jersey City-Newark being the largest and Greater Los Angeles MSA (Los Angeles-Long Beach-Anaheim) in second place.

Together, Greater Los Angeles and the Inland Empire form the Los Angeles-Long Beach Combined Statistical Area (CSA). CSAs generally consist of adjacent MSAs with economic ties measured by commuting patterns. While we must consider Riverside County's interaction with the other three counties in the CSA when analyzing its economy, this is less relevant for the Coachella Valley and Indian Wells in particular. The area is sufficiently distant from the rest of Riverside County to discourage significant commuting flows. Additionally, Indian Wells primarily attracts employment from within the Coachella Valley. This isolates it from fluctuations in the logistics industry, the third-largest employer in the Inland Empire, which national tariff policies will impact.

Over the next few months, a forecasted decline of container imports by a third is expected. We have just passed the fifth anniversary of the COVID-19 downturn, which affected the Coachella Valley especially hard. This was due to some of the major industries that contracted in the immediate aftermath having a relatively large share of employment in the Coachella Valley. These were Leisure and Hospitality, Retail Trade, and Other Services (including hairdressers, health clubs, etc.). The second largest losses in employment actually came in the Health industry, which, initially, is surprising given the nature of the pandemic. However, it became clear early on that people stayed away from hospitals and doctors (even dentists) if they could, with the exception of those affected by the virus.

The Coachella Valley is the premier visitor destination in Riverside County. Warm winters attract Canadians, Americans, and foreign nationals from colder climates to the region for weeks or even months. Additionally, major events in the Coachella Valley, such as the BNP Paribas Tennis Tournament, the Coachella Valley Music and Arts Festival, and the Stagecoach Music Festival, are key attractions for thousands of visitors from California and beyond.

The formal lodging facilities in the city include:

- Grand Hyatt Indian Wells Resort & Villas
- Sands Hotel & Spa • Renaissance Esmeralda Resort & Spa, Indian Wells
- Tommy Bahama Miramonte Resort & Spa
- Indian Wells Resort Hotel

A total of 1587 rooms make up the hotel and motel market in the city. Utilization rates average in the mid-50 percent range for year-round use. Utilization is highest from February through April. It then declines sharply beginning in May and continuing through August.

Utilization was sharply higher in January and February of 2025. Based on this pace of occupancy, the annualized occupancy rate for the entirety of 2025

would surpass all other years since 2017. There are various claims in the popular press about Canadian tourists boycotting American destinations for several reasons, primarily in disagreement with national U.S. policies regarding tariffs, border control, and statements classifying Canada as the 51st U.S. state, among others. At this stage, we want to emphasize that if there is any visible decline in Canadian tourists, it is likely to be a temporary phenomenon, given the long-standing habits of Canadians flocking south during the depths of the Canadian winter.

Average daily room rates have increased every year since 2021, despite relatively stable utilization. However, note that these figures are not adjusted for inflation. This has driven nominal hotel and motel revenues sharply higher since 2019. Nominal revenue has grown at a compound annual rate of 8.3 percent since 2017. The 2025 data point represents an annualized estimate based on the first two months of this year. Combined January and February revenues were up 31.4 percent compared to the first two months of 2024.

## Budget Overview

The Budget Document encompasses both the Annual Operating Budget and the Capital Budget, serving as the principal financial planning and management tool for the City.

The Operating Budget represents the total financial resources allocated to support the City's ongoing operational needs and contractual obligations. This budget funds essential government functions, including general administration, public services, and municipal operations. Additionally, it accounts for expenditures related to debt service, capital outlays, and intergovernmental transfers. Revenues supporting the Operating Budget are derived from a combination of taxes, fees, licenses, fines, and intergovernmental funding from state and federal sources.

The Capital Improvement Program (CIP) is a strategic, multi-year financial planning framework designed to guide the identification, evaluation, and funding of capital infrastructure projects. These projects encompass critical investments in public assets requiring construction, renovation, or major repairs. Capital expenditures may include, but are not limited to, roadway construction and maintenance, facility rehabilitation, stormwater infrastructure enhancements, and improvements to municipal properties such as the City’s Golf Resort.

By integrating both the Operating Budget and the Capital Budget, the City ensures a comprehensive approach to financial stewardship, aligning fiscal resources with long-term sustainability and strategic municipal priorities.

The fiscal year 2025/26 Adopted Budget totals $97.3 million for all City funds.

| Adopted Budget - All Funds | | | | | | |
|---|---|---|---|---|---|---|
| Fund Description | 2023/2024 Year End Actual | 2024/2025 Year End Estimate | FY2025/26 Projected Appropriation | % change | FY2026/27 Projected Appropriation | % change |
| General Fund | 30,918,263 | 31,369,494 | 33,055,500 | 5.4% | 33,723,500 | 2.0% |
| Special Revenue Funds | 11,770,437 | 12,780,150 | 16,051,300 | 25.6% | 13,641,400 | -15.0% |
| Capital Project Funds | 6,922,067 | 15,399,115 | 9,576,000 | -37.8% | 11,015,500 | 15.0% |
| Capital Reserve Funds | - | - | - | 100.0% | - | 100.0% |
| Housing Funds | 6,184,848 | 4,139,183 | 4,110,300 | -0.7% | 4,208,000 | 2.4% |
| Successor Agency Funds | 10,882,613 | 11,581,200 | 12,170,242 | 5.1% | 12,230,400 | 0.5% |
| IWFA Debt Service | 5,336,482 | 477,100 | 477,500 | 0.1% | 452,000 | -5.3% |
| Enterprise Funds | 18,767,516 | 31,710,390 | 19,800,500 | -37.6% | 19,509,500 | -1.5% |
| Internal Service Funds | 1,071,800 | 2,029,972 | 2,095,000 | 3.2% | 2,157,901 | 3.0% |
| Total Funds | 91,854,026 | 109,486,604 | 97,336,342 | -11.1% | 96,938,201 | -0.4% |

The City has five departments overseeing twenty-eight programs, the Housing Authority, the FAMD, the Successor Agency, and the Indian Wells Golf Resort. Each department is dedicated to ensuring quality and cost-effective services are provided to the community. Detailed information on each City program is provided in the Adopted Operating Budget, available on the City's website: https://www.cityofindianwells.org/city-hall/departments/finance/operating-budget.

## Fiscal Year 2025/26 General Fund Overview

The General Fund serves as the City's primary operating fund, encompassing the financial resources that are primarily discretionary and allocated at the discretion of the City Council. This fund supports a broad range of municipal activities, programs, and services deemed essential and beneficial to the community. Additionally, the General Fund accounts for all general revenues not specifically levied or designated for other restricted City funds and the corresponding expenditures associated with core governmental functions.

The General Fund is primarily supported by various revenue streams, ensuring the City's ability to maintain essential operations and strategic initiatives. These revenue sources include sales taxes, property taxes, franchise fees, business license fees, unrestricted state allocations, fines, forfeitures, and interest income.

The financial resources generated through these streams enable the City to fund critical municipal functions, including but not limited to community development, economic development, public safety, public works, and other essential services. By prudently managing these revenues and aligning expenditures with long-term fiscal sustainability,

the City ensures the continued provision of high-quality services to residents and businesses while maintaining financial resilience.

## General Fund Forecast

The General Fund forecast provides a comprehensive financial outlook, assessing projected revenues, anticipated expenditures, and long-term fiscal sustainability. This analysis enables the City to allocate resources strategically, ensure financial stability, and maintain a balanced approach to meeting community needs while adhering to sound fiscal management principles.

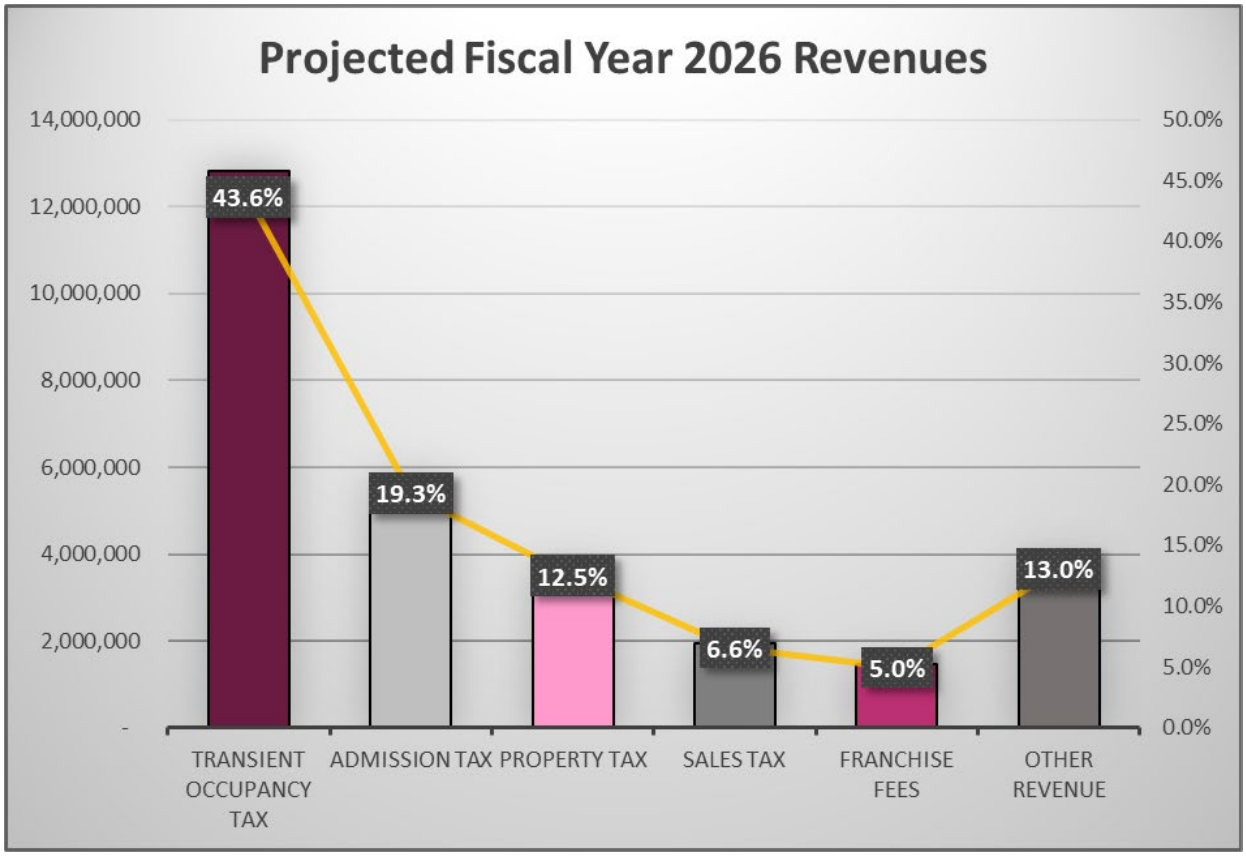
**General Fund Forecast**

| ACCOUNT TYPE | 2025E | 2026B | 2027B | 2028F | 2029F | 2030F | 2031F | 2032F |
|---|---|---|---|---|---|---|---|---|
| **General Fund Revenues** | **28,933,500** | **29,400,700** | **30,273,600** | **31,354,391** | **32,474,813** | **33,636,350** | **34,840,543** | **36,088,990** |
| Annual % Change | | 1.6% | 3.0% | 3.6% | 3.6% | 3.6% | 3.6% | 3.6% |
| **General Fund Expenditures** | **22,494,198** | **24,591,700** | **25,273,900** | **26,320,817** | **27,419,351** | **28,572,464** | **29,783,307** | **31,055,234** |
| Annual % Change | | 9.3% | 2.8% | 4.1% | 4.2% | 4.2% | 4.2% | 4.3% |
| **Net Change in Fund Balance** | **6,439,302** | **4,809,000** | **4,999,700** | **5,033,574** | **5,055,462** | **5,063,886** | **5,057,235** | **5,033,757** |

## General Fund Revenues

Transient Occupancy Tax (TOT): Transient Occupancy Tax (TOT) constitutes a critical component of the City's financial structure, contributing 43.6% of total General Fund revenues. This tax is levied on short-term lodging accommodations, including hotels and vacation rentals, and serves as a primary funding source for municipal operations and community services. The City's economic stability and fiscal health are closely tied to the performance of its tourism sector, making TOT revenues a key driver of financial sustainability.

Admissions Tax: Additionally, the City imposes an Admissions Tax, which is applied to the ticket price of entry into entertainment venues and events within Indian Wells. The current Admissions Tax rate is 10.0%, generating a significant revenue stream, particularly from major events such as the BNP Paribas Open at the Indian Wells Tennis Garden. This premier tennis tournament's continued success and growth are expected to drive sustained increases in Admissions Tax revenues, further strengthening the City's General Fund.




Sales Tax Revenue: Sales tax revenues account for 6.6% of the City's General Fund revenues and are governed by the California Sales and Use Tax Law. Under this framework, sales tax is imposed on retailers for the sale of tangible personal property, unless specifically exempted by law. The City receives 1.0% of the total sales tax collected on each taxable transaction occurring within its jurisdiction, providing an important source of revenue to support essential public services.

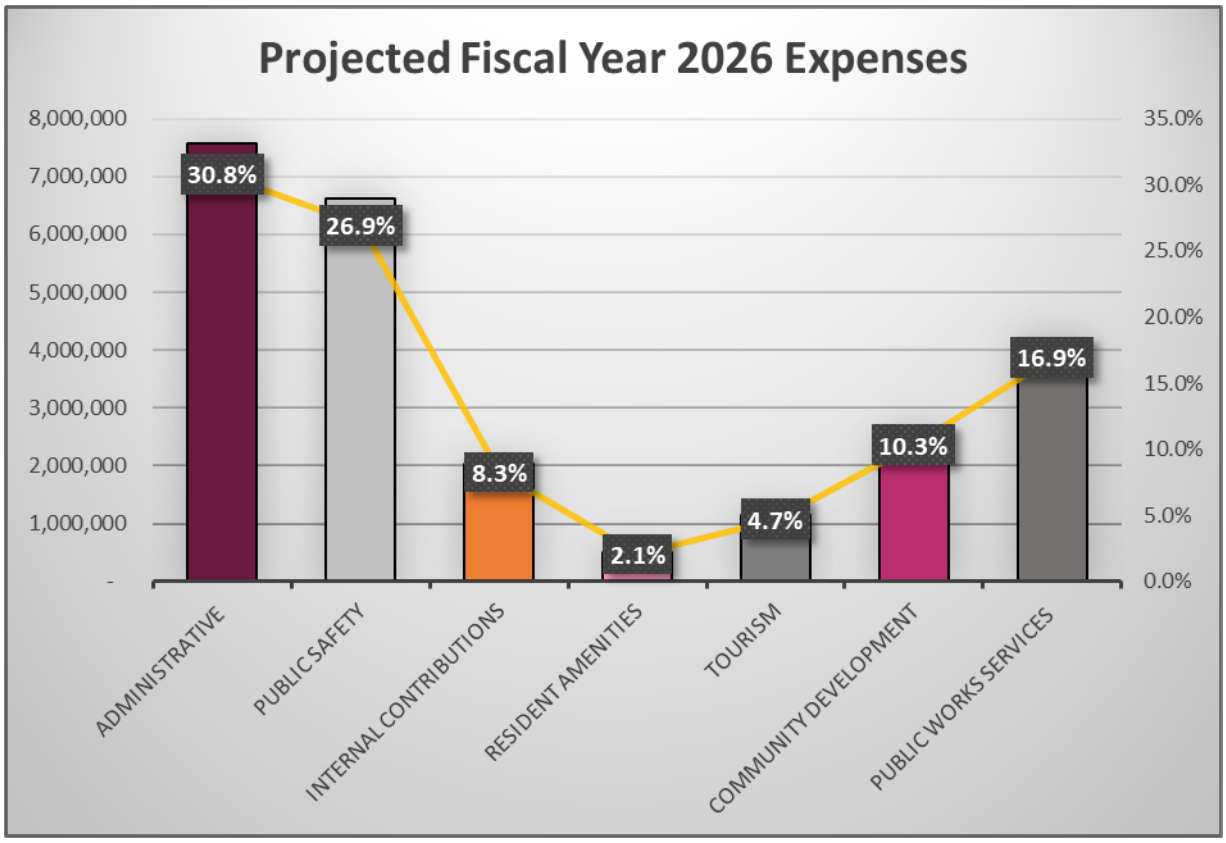
The City's sales tax revenue forecast is based on projected economic growth of the tourism sector. As visitor activity increases and consumer spending expands, sales tax revenues are expected to experience steady growth, reinforcing the City's overall fiscal outlook.

By maintaining a diversified revenue base and leveraging the strength of its tourism and hospitality industries, the City continues to ensure long-term financial resilience and the capacity to fund vital community services.

General Fund Expenses

The General Fund budget for the fiscal year allocates $24.6 million in operating expenditures, ensuring the continued delivery of essential municipal services while maintaining fiscal responsibility and long-term financial sustainability. Despite persistent inflationary pressures, rising public safety costs, and contractual obligations, City staff

have effectively managed expenditure levels without compromising service quality or operational efficiency.




The City's budgetary framework is guided by fiscal prudence, structural balance, and strategic resource allocation principles. In accordance with these principles, General Fund appropriations are calibrated to match projected, recurring revenue streams, ensuring that ongoing expenditures are funded through stable and sustainable revenue sources. Importantly, the budget does not rely on one-time revenue windfalls, inter-fund transfers, or reserve drawdowns to finance operational costs. This disciplined approach mitigates fiscal risk and preserves the City's financial reserves for future contingencies, capital investments, or emergency needs.

A key area of long-term fiscal concern is the escalating cost of public safety services. Public safety expenditures, which constitute a significant portion of the General Fund budget, are subject to rising personnel costs, increasing pension liabilities, and expanding service demands. As these costs continue to grow at a rate that outpace revenue growth, the City must remain proactive in assessing funding strategies, exploring efficiency measures, and evaluating sustainable service delivery models to ensure that public safety needs are met without jeopardizing the City's overall financial health.

Furthermore, the City's proactive financial management strategies include continuous expenditure monitoring, operational efficiencies, and cost-containment measures. These efforts enable the City to adapt to economic uncertainties, absorb fluctuations in revenue, and uphold its commitment to delivering high-quality public services without imposing undue financial burdens on residents or businesses.

By maintaining a structurally balanced budget and adhering to sound financial stewardship, the City reinforces its ability to meet current service demands while positioning itself for long-term fiscal resilience and economic sustainability. However, given the increasing financial pressures associated with public safety, the City must continue to evaluate cost-effective solutions, leverage technology, and explore intergovernmental partnerships to maintain service levels while ensuring long-term fiscal viability.

## Capital Budget Overview

Capital budgeting is a critical component of the municipal budgetary process, enabling the City to strategically plan, control, and allocate financial resources among competing capital investment needs. As municipalities face increasing demands for infrastructure improvements and long-term asset management, effective capital budgeting ensures the prudent allocation of public funds, balancing fiscal constraints with community priorities.

In response to efforts to enhance government efficiency and financial accountability, municipalities have increasingly adopted data-driven decision-making tools to optimize capital investment planning. These methodologies support public officials in making informed, long-term financial commitments related to the development, construction, and acquisition of new capital assets, as well as the ongoing maintenance and rehabilitation of existing infrastructure.

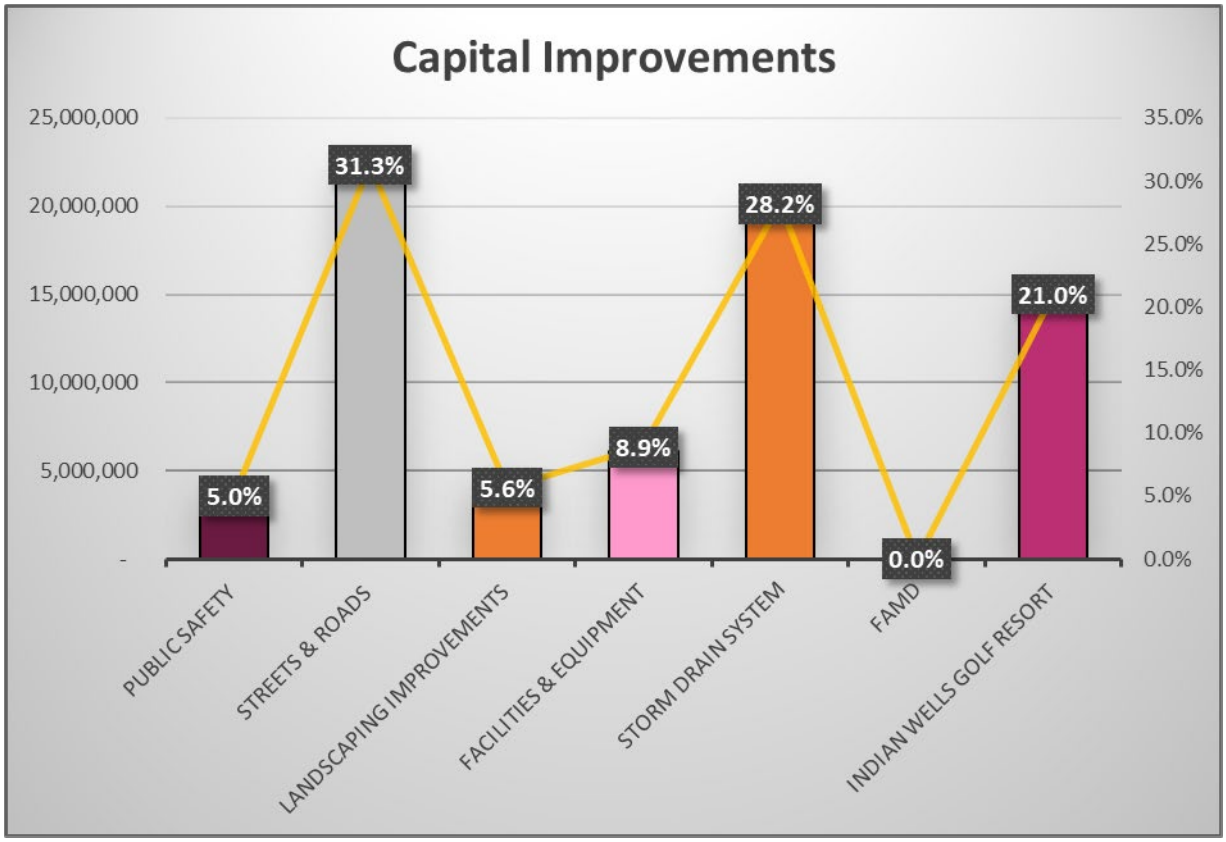
Funding and Financial Management of Capital Projects

Capital improvement projects are compiled, prioritized, and aligned with available funding sources, ensuring fiscal responsibility and sustainability. Funding sources include:

- Existing fund balances
- Projected revenues
- Developer impact fees
- State and federal grants
- Interfund loans

Once completed, capital improvements are maintained at the levels necessary to preserve the City's financial investment, extending asset life cycles and minimizing future replacement costs. This approach mitigates long-term financial liabilities and ensures continued service delivery without placing undue fiscal strain on the City's operating budget.

Five-Year Capital Improvement Plan Overview




The City's five-year Capital Improvement Plan (CIP) encompasses fifty-eight capital projects with a total budget of $69.0 million. The funding breakdown is as follows:

- $24.3 million from the General Fund
- $44.7 million from grants, developer contributions, and other external funding sources

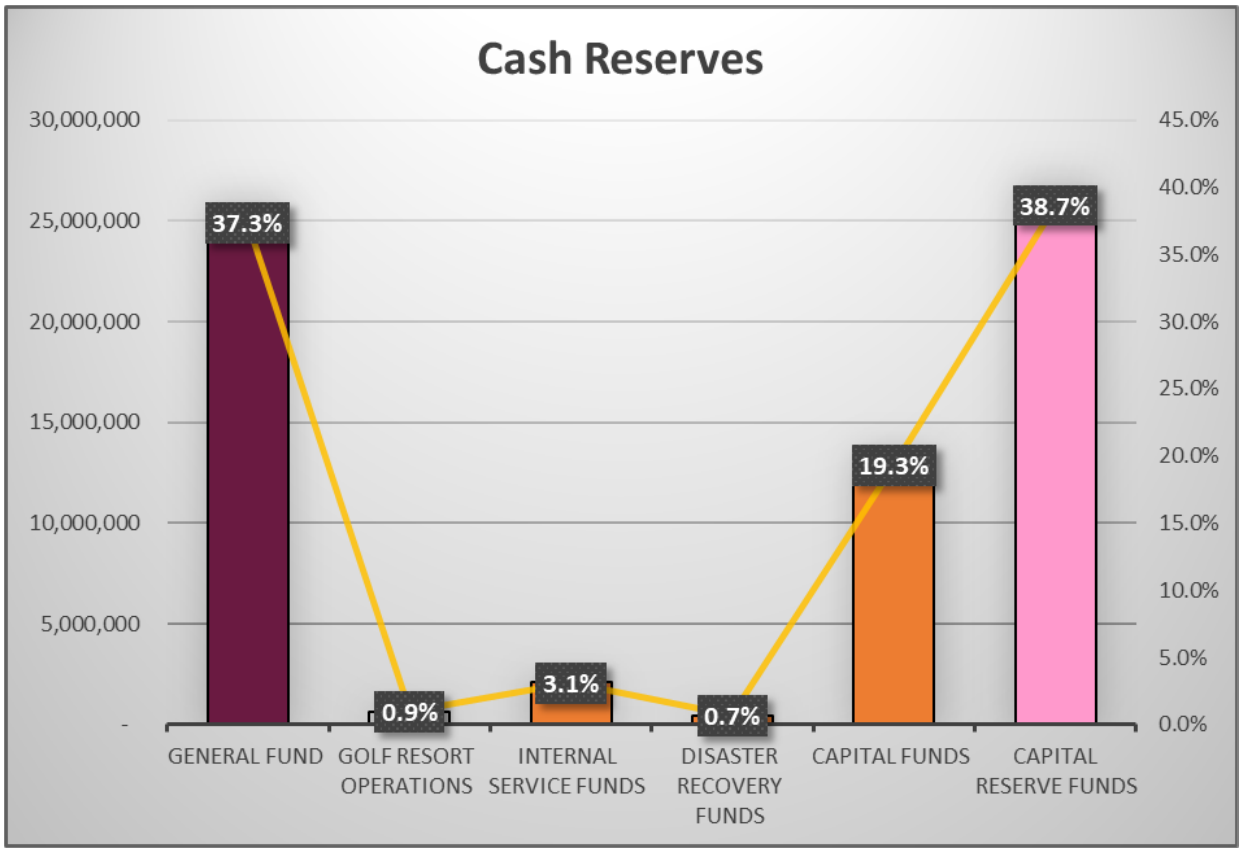
To the greatest extent possible, the City actively seeks grant funding and external financial contributions to reduce reliance on the General Fund and maximize available capital investment resources.

The capital budget details comprehensive project descriptions, funding allocations, and locations, ensuring transparency and accountability in the City's infrastructure investment strategy. By maintaining a rigorous and strategic approach to capital planning, the City reinforces its commitment to fiscal responsibility, infrastructure sustainability, and long-term community development.

## Maintaining Strong Cash Reserves

The City Council established long-term capital replacement funds as part of its good governance and financial sustainability strategy. These funds are designed to provide a dedicated financial mechanism for constructing, maintaining, and rehabilitating capital improvement projects identified through the City's capital budgeting process. By proactively allocating resources for capital replacements, the City mitigates the risk of deferred maintenance, unplanned expenditures, and infrastructure deterioration, thereby ensuring the continued provision of high-quality municipal services.

The City of Indian Wells currently maintains capital reserves totaling $26.6 million, which form a key component of its broader cash reserves, which amount to nearly $68.9 million. These reserves serve as a critical financial safeguard, ensuring the City's ability to fund long-term capital projects while maintaining fiscal stability.



Annual Budgetary Allocations for Capital Reserves

To uphold a disciplined approach to capital funding, the City reserves approximately $2.0 million annually as part of the budget process. These reserve allocations are strategically sourced from identified revenue streams, which either:

- Directly contribute to capital reserves, strengthening the City's financial position for future infrastructure needs, or
- Fund annual capital expenditures, thereby reducing the amount required to be set aside in reserves each year.

By maintaining a structured capital reserve strategy, the City ensures that critical infrastructure investments are appropriately funded without over-reliance on external borrowing or one-time revenue sources. This prudent financial management approach supports the City's long-term economic sustainability while safeguarding its ability to meet future capital demands efficiently and effectively.

## Accomplishments

City Finances

- Budget Surplus: FY 2024-25 Mid-Cycle budget update shows a $5.0 million surplus. The FY 2023-24 surplus increased to over $8.0 million.
- Cash Flow Projections: General Fund cash reserves are projected to reach $20.7 million by June 2024 and $26.4 million by June 2025.
- Pension Funding: Fully funded pension with a new pre-funding program for future obligations.
- Operational CFD Implementation: Establishment of a Community Facilities District (CFD) to support future public safety funding.
- Resident Communications: Enhanced outreach through:
    - Financial Primer: Annual direct mailer on financial performance.
    - Budget at a Glance: Summary of Council goals, savings initiatives, General Fund, public safety, and capital investments.
- Grant Funding: Secured over $13.0 million since 2019 and anticipates an additional $5.0 million in federal earmarks in FY 2026-27.
- Developer Fees Update: Revised developer fees to align with current needs.

Housing

- Collaborated with Abode to address maintenance issues at Indian Wells and Mountain View Villas.
- Continued efforts to acquire the Lissoy Opportunity parcel.

Economic Development

- Assisted Sprouts with entitlements and saw to their Grand Opening (Council Goal).
- Completed the installation of a streamlined electronic plan check and permit system for efficient plan submittal (Council Goal).
- Continue efforts to move Genton development forward.

Housing Element

- Successfully completed the Housing Element update.

Tourism

- Selected a new Director of Tourism.
- Improved relationships between City, Golf Resort, and hotel partners.
- Hosted the 2nd Winterfest.
- Secured the Epson Tour for October 2024.

Public Safety

- Presented a new public safety initiative (Council Goal).
- Reducing speeds along Fairway and Eldorado.
- Enforcement targeting loud vehicles.
- Regional task force to address speeding in Indian Wells.
- Completed installation of license plate readers.

Fairway Park

- Celebrated the April ribbon cutting, under budget and positively impacting the community.

City Council Policy Update

- Completed an update to the City Council Policy Manual.

Indian Wells Golf Resort

- Revised Troon Management Agreement to include performance incentives.
- Achieved profitability post-capital adjustments, removing resident subsidies.
- Redesign of the Players Course initiated.
- Brought forth Richard Blais's restaurant concept for Council approval and Troon's commitment to put $1.25 million into the project.

Additional Projects

- Advanced Sister City partnership with Kelowna, Canada.
- Expanded event funding and improved resident communications through various channels.
- Received Tree City USA and Growth Award for excellence in urban forestry.
- Finalized the local hazard mitigation plan and Landscape Ordinance.
- Hosted the first HOA Community Workshop.
- Completed citywide CIP projects, including Hwy 111 pavement, community repaving, and a pedestrian path at IWGR traffic circle.
- Supported the Council Ad-Hoc Committee on commissions and expanded resident benefits like pickleball and community events.

## Conclusion

The Adopted Budget reflects the City Council's ongoing commitment to sound fiscal discipline, strategic financial planning, and responsible governance. This document represents the culmination of extensive collaboration and expertise across all departments. I extend my most profound appreciation to the highly dedicated and talented staff who played a pivotal role in its development. The preparation of this budget reflects an organization-wide commitment to excellence, from frontline personnel delivering essential services to the Finance Department's tireless efforts in ensuring fiscal accountability and transparency.

The dedication and professionalism of City staff embody a shared commitment to serving our residents, businesses, and visitors while upholding the highest standards of public stewardship. Their efforts ensure that Indian Wells remains a well-managed, financially secure, and forward-thinking community.

Respectfully submitted,



Dr. Chris Freeland
City Manager

Strategic Goals & The
Annual Planning Cycle

## Strategic Goals and the Annual Planning Cycle




A sound financial planning framework is essential for optimizing the City's cash flow and ensuring the efficient allocation of financial resources in alignment with strategic planning objectives. To maintain fiscal sustainability and responsiveness to community needs, the City's financial strategy undergoes periodic evaluations and refinements to reflect evolving priorities.

Financial Strategy Objectives

This Financial Strategy serves as a guiding framework that provides a transparent and comprehensive assessment of the City's financial position while outlining a long-term financial trajectory to support strategic initiatives. The City's strategic goals are systematically integrated into the budget through an iterative planning process that aligns fiscal decisions with broader municipal objectives.

Budgeting Framework and Decision-Making Process

The City's budget is informed by a multi-faceted approach to strategic decision-making, incorporating the following key components:

- Long-Range Financial Strategy (LRFS) – A forward-looking fiscal model that forecasts revenues and expenditures, ensuring that City services are financially sustainable over time.
- Strategic Planning Program – A structured methodology that identifies actionable steps to advance the City's long-term vision.
- City Initiatives and Workload Activity Measures (WAMS) – A performance-based assessment that evaluates service levels, prioritizes community needs, and ensures that public expenditures align with resident expectations and municipal objectives.

## Long-Range Financial Strategy (LRFS)

The LRFS serves as the foundation for prudent fiscal management, guiding budgetary decisions across multiple budget cycles. The City's long-term financial strategy is structured around four key pillars to ensure fiscal resilience:

- Economic Development Expansion – Proactively identifying and leveraging new economic opportunities to enhance the City's revenue base.
- Revenue Optimization – Strengthening existing revenue streams through targeted policy adjustments and efficiency improvements.
- Reserve Fund Enhancement – Ensuring adequate financial reserves to safeguard against economic fluctuations and unforeseen expenditures.
- Pension Obligations Management – Maintaining fully funded pension liabilities to secure long-term fiscal health.

The City Council established a robust financial strategy as a top priority, resulting in the development of the Financial Strategy Gap Analysis. This analysis provided a ten-year financial forecast encompassing all significant City funds, including the General Fund, Indian Wells Golf Resort, and Fire Services—critical components that support core municipal functions.

The LRFS facilitates a comprehensive understanding of the City's long-term financial commitments and service obligations. Revenue and expenditure projections account for the volatility and diversification of revenue sources, as well as the distinction between ongoing and one-time municipal costs.

Key revenue streams include sales tax and transient occupancy tax, both of which are predominantly tourism-driven and impose minimal financial burden on residents. These general-purpose taxes, allocated to the City's General Fund, finance essential municipal services such as public safety, infrastructure maintenance, planning and development, water conservation, community programming, and the Indian Wells Golf Resort.

## Strategic Planning Program

The Strategic Planning Program is an inclusive, community-driven initiative designed to establish a shared vision for the City's future. This process involves extensive stakeholder engagement to define priorities, set measurable goals, and develop actionable strategies with clearly defined performance indicators.

Strategic planning follows a structured, goals-based approach:

- Establishing a long-term vision for the City.
- Identifying projects and programs that align with strategic objectives.
- Assessing resource requirements and availability.
- Assigning responsibilities and setting implementation timelines.

This dynamic process is continuously reviewed and refined to ensure that the City's strategic direction remains relevant and adaptive to changing circumstances. The resulting strategic plan serves as a roadmap for municipal development over typical planning horizons of one, three, or five years.

## City Initiatives and Workload Activity Measures (WAMS)

The Initiatives and WAMS framework establish measurable benchmarks for the execution of City operations through strategic financial resource allocation. This data-driven approach ensures fiscal accountability and operational efficiency by:

- Aligning budgetary allocations with community priorities.
- Measuring progress toward predefined municipal objectives.
- Enhancing the value proposition of taxpayer dollars through performance-based budgeting.
- Fostering a culture of continuous improvement and innovation.
- Strengthening regional collaboration to maximize resource utilization.

The Initiatives and WAMS process is conducted biennially, providing a structured opportunity to reassess community priorities, evaluate municipal programs, and determine the acceptable balance between service levels and public expenditure.

Through the integration of long-term financial planning, strategic initiatives, and performance-based assessments, the City's Financial Strategy ensures fiscal sustainability while aligning municipal operations with the evolving needs of its residents. By maintaining a disciplined, forward-thinking approach to financial management, the City remains well-positioned to navigate economic challenges and capitalize on future growth opportunities.

## Strategic Goals and Priorities



A budget serves as more than a mere spending plan; it is a formal declaration of priorities, a strategic financial roadmap for the upcoming fiscal periods, and a synthesis of diverse perspectives, insights, and fiscal realities. This biennial budget embodies a collaborative effort between the community, City Council, and municipal staff, ensuring that financial planning aligns with both immediate operational needs and long-term fiscal sustainability.

The budget is designed to operationalize the City Council's strategic objectives, maintain financial stability, and sustain the delivery of high-quality municipal services. It also reflects a commitment to prudent fiscal management by optimizing resource allocation,

enhancing organizational efficiency, and preserving community infrastructure at service levels commensurate with public expectations.

Strategic Planning as a Governance Tool

Strategic planning is an essential process that defines the City's long-term vision, establishes a structured approach to achieving key objectives, and provides measurable benchmarks for success. Often referred to as the City's "Game Plan," this framework guides decision-making over one-, three-, or five-year horizons by prioritizing initiatives, aligning financial resources with community needs, and ensuring accountability in execution.

A goals-based strategic plan follows a disciplined methodology:

- Vision and Values Alignment – Establishing objectives that reflect the City Council's overarching vision for the community.
- Project and Program Selection – Identifying strategic initiatives that drive progress toward defined goals.
- Resource Analysis – Assessing both current financial resources and anticipated future funding requirements.
- Implementation Framework – Defining responsibilities, timelines, and performance metrics to ensure effective execution.

Benefits of Council-Adopted Goals

The formal adoption of City Council goals provides a structured foundation for governance and resource management. Key advantages include:

- Clear Strategic Direction – Officially adopted goals guide fiscal planning and organizational efforts to ensure alignment with community priorities.
- Budgetary Integration – The strategic plan serves as a basis for funding priorities within the City's biennial budget, ensuring financial decisions support long-term objectives.
- Transparency and Public Engagement – Residents and staff gain a clearer understanding of the City Council's unified vision and long-term planning framework.
- Responsiveness to Community Needs – Goals are dynamically structured to address evolving economic, social, and infrastructural priorities.
- Operational Efficiency – City staff operates with enhanced focus and effectiveness in executing Council-directed initiatives.
- Accountability and Performance Management – Clearly defined goals improve oversight and ensure that resources are utilized in alignment with City Council expectations.

## Strategic Goals and Priorities for Fiscal Year 2025-26

These principles formed the basis for discussions on the city's fiscal strategy and long-term community investment priorities during the April 17, 2025, City Council Strategic Planning Session. The City Council and Housing Authority adopted the following financial goals.

Fiscal Sustainability

Improve the City's long-term sustainability
Time Frame: Next 12 Months
Responsible Department: Finance

- Continue the Council Policy of reserving $2 million annually for long-term capital replacements.
- Continue revenue diversity efforts.
- Continue the Council Policy of maintaining a fully funded pension program.
- Maintain a General Fund Reserve of 70% of the General Fund operating budget.
- Examine and develop recommendations to address the declining Housing Authority fund balance over the next 12 months.

Housing Authority

Continue Implementation of the 6th Cycle of the Housing Element
Time Frame: Next 12 Months
Responsible Department: Community Development

- Housing Authority instructed staff to continue implementing programs contained in the 6th Cycle of the Housing Element, continue efforts to add affordable units to the community, and to complete a Zoning Code update.

Development of Housing Element for 7th Cycle (2029-2037)
Time Frame: Next 1-3 years
Responsible Department: Community Development

- Housing Authority instructed staff to continue monitoring changes in legislation that may affect 7th Cycle process times and programing. With the challenges from the State of California Housing and Community Development, early planning is important to earn early compliance.

Address Regional Housing Needs Assessment-RHNA (Develop Strategies to Extend Affordability Covenants at Indian Wells and Mountain View Villas)
Time Frame: Next 12 Months
Responsible Departments: Community Development, City Manager's Office and Finance

- Housing Authority instructed staff to begin developing strategies to extend the covenants at both Indian Wells (Expire in 2031) and Mountain View (Expire in 2036) Villas. As the covenants expire, it is not uncommon for affordable units to convert to market rate, due to financial profitability to do so. Housing Authority wishes to keep units affordable and seek opportunities to gain RHNA credit for doing so.

Address Regional Housing Needs Assessment (Monitor and Support State Legislation Giving Cities More Tools to Address RHNA Requirements
Time Frame: Next 12 Months
Responsible Department: City Manager's Office

- Housing Authority instructed staff to continue monitoring and advocate changes in legislation that may affect Indian Wells' ability to address RHNA (e.g., AB 1407 and AB 726).

Develop New Housing Units in the Community
Time Frame: Next 1-3 Years
Responsible Department: Community Development

- Housing Authority instructed staff to continue efforts to add new affordable units in the community at the vacant property at the corner of Miles and Warner Trail (Lissoy opportunity parcel) and the vacant Housing Authority property along Highway 111.

<u>Indian Wells Golf Resort</u>

Review of Resident and Resident Guest Rates
Time Frame: Next 12 Months
Responsible Departments: City Manager's Office and Finance

- City Council instructed staff to data on both Indian Wells resident and resident guest golf rates, collect comparative data from other cities that own golf courses, and bring back this review to the City Council. As part of the review, staff will also collect information on the history of the rate structure and other relevant information.

Identify a Dedicated Funding Source for the Rehabilitation of the Celebrity Course
Time Frame: Next 12 Months
Responsible Departments: Finance

- City Council instructed staff to identify a funding source for the future rehabilitation of the Celebrity Course. As past of the City's biennial budget

discussion, the Finance Committee recommends the use of former redevelopment loan funds (approximately $6.8 million due to the City) be placed into the Golf Resort Fund to fund the future project.

Hire Design Consultants for Various Capital Improvements
Time Frame: Next 12 Months
Responsible Departments: Public Works and Troon

- City Council instructed staff to seek design proposals from firms to seek options to insulate the pavilion, expand parking, and develop a banquet kitchen for the pavilion. As part of the potential improvements to the pavilion area, to also seek the possibility of adding dedicated restrooms for event guests.

Bring a Major Golf Tournament to the Indian Wells Golf Resort
Time Frame: Next 12 Months
Responsible Departments: City Manager's Office and Troon

- City Council instructed staff to seek out information on costs, positive and negative impacts, and any other aspects of hosting a major tournament, before any commitment is made.

Seek Out Opportunities to Activate the Celebrity Ballroom
Time Frame: Next 12 Months
Responsible Departments: City Manager's Office and Troon

- City Council instructed staff and Troon to look at opportunities to activate the Celebrity Ballroom that can increase tourism to the community (e.g., immersive golf experience). Council delegated the review to the Golf Resort Advisory Committee to assist in developing new uses.

Various Other Golf Resort Improvements
Time Frame: Next 12 Months
Responsible Departments: City Manager's Office and Troon

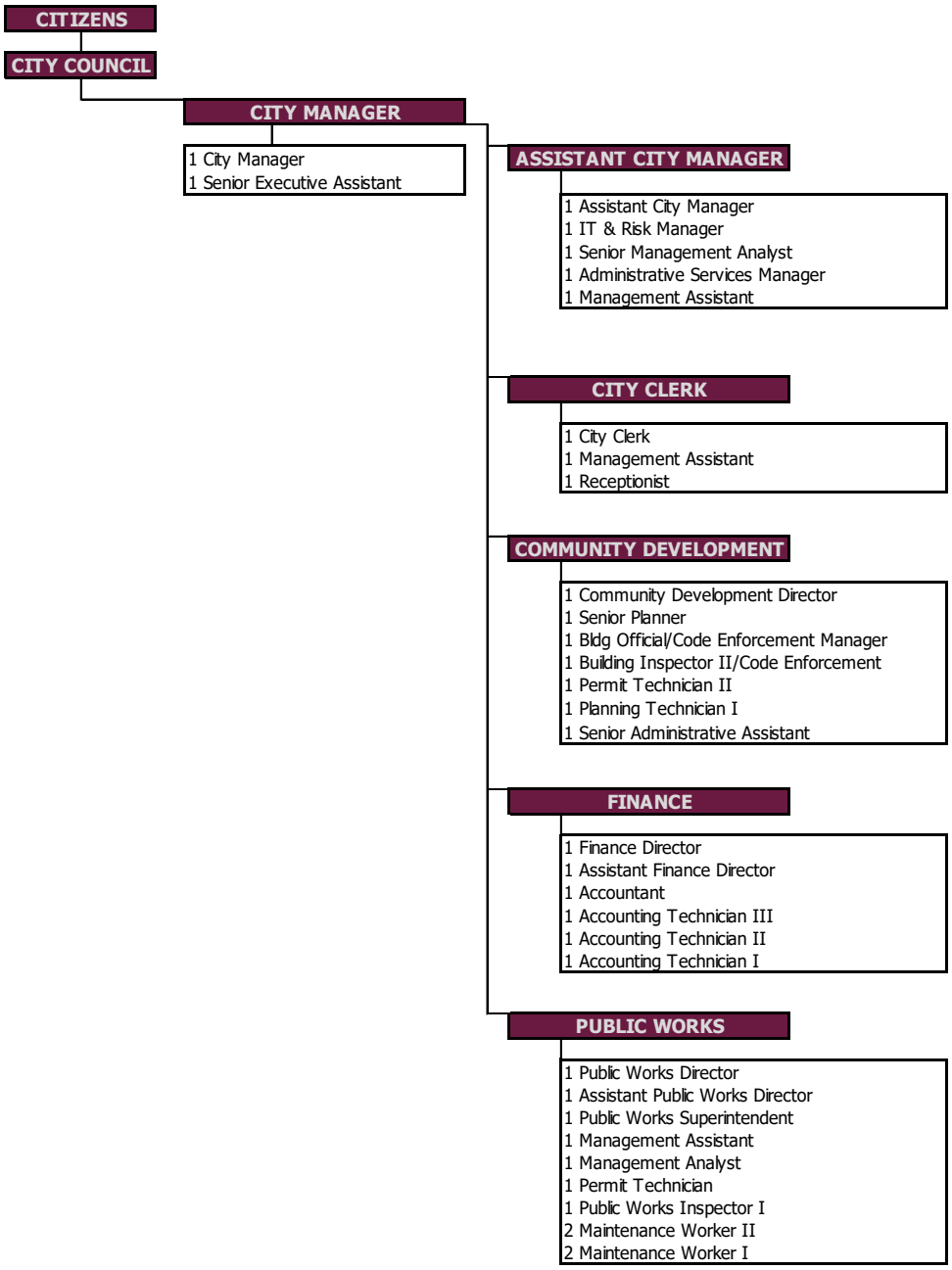
- Council instructed staff and Troon to work closely with the Golf Resort Advisory Committee to develop recommendations to:
    - Install public art in Kestrel
    - Add public art as part of the Players Course redesign
    - Develop a legacy wall outside the pro shop
    - Provide guidance on improvements to Shots in the Night putting course
    - Recommendations will be forwarded to the City Council before action.

Grand Opening Celebration for Players Course
Time Frame: Next 12 Months
Responsible Departments: City Manager's Office and Troon

- Council instructed staff to work closely with Troon to develop a celebration for the grand opening of the new Players Course in November 2025. In addition, Council wishes for the Golf Resort Advisory and Community Activity Committees to be involved in the planning of the event.

Organizational Chart

# City of Indian Wells
# ORGANIZATIONAL CHART
# 2025




1) Police Services are contracted with the Riverside County Sheriff's Department, please refer to the Police Services Program page for more information.
2) Fire Services are contracted services provided by Riverside County Fire Department, please refer to the Fire Services Program page for more information.

## Staffing Levels
### FY 2024 through 2027

| Department/Program | FY2024 | FY2025 | FY2026 | FY2027 |
|---|---|---|---|---|
| **City Council** | | | | |
| Administration | 5.00 | 5.00 | 5.00 | 5.00 |
| **City Council Total** | **5.00** | **5.00** | **5.00** | **5.00** |
| | | | | |
| **City Manager** | | | | |
| Administration | 2.15 | 2.40 | 2.40 | 2.40 |
| Legal Services | 0.25 | 0.10 | 0.10 | 0.10 |
| City Clerk | 1.40 | .80 | .80 | .80 |
| Economic Development | 0.15 | 0.35 | 0.35 | 0.35 |
| Human Resources | 0.15 | 0.35 | 0.35 | 0.35 |
| Technology Services | 0.90 | 0.70 | 0.70 | 0.70 |
| Police Services | 0.20 | 0.45 | 0.45 | 0.45 |
| Fire Services | 0.15 | 0.95 | 0.95 | 0.95 |
| Golf Resort | 0.20 | 0.20 | 0.20 | 0.20 |
| Housing Authority | 1.05 | 0.35 | 0.35 | 0.35 |
| Community Assistance | 0.70 | 0.80 | .80 | .80 |
| Community Services | 0.35 | 0.35 | 0.35 | 0.35 |
| Resident Amenities | 0.90 | 1.45 | 1.45 | 1.45 |
| Tourism | 0.35 | 0.45 | 0.45 | 0.45 |
| Engineering | 0.45 | 0.00 | 0.00 | 0.00 |
| Maintenance | 0.40 | 0.00 | 0.00 | 0.00 |
| City Parkway | 0.05 | 0.00 | 0.00 | 0.00 |
| Solid Waste | 0.10 | 0.00 | 0.00 | 0.00 |
| Risk Management | 0.10 | 0.30 | 0.30 | 0.30 |
| **City Manager Total** | **10.00** | **10.00** | **10.00** | **10.00** |
| | | | | |
| **Community Development** | | | | |
| Building & Safety | 2.70 | 2.70 | 2.70 | 2.70 |
| Code Enforcement | 1.40 | 1.40 | 1.40 | 1.40 |
| Planning | 2.90 | 2.90 | 2.90 | 2.90 |
| **Community Development Total** | **7.00** | **7.00** | **7.00** | **7.00** |
| | | | | |
| **Finance** | | | | |
| Financial Services | 5.20 | 5.00 | 5.00 | 5.00 |
| Risk Management | 0.25 | 0.20 | 0.20 | 0.20 |
| Fire Services | 0.15 | 0.65 | 0.65 | 0.65 |
| Golf Resort | 0.15 | 0.10 | 0.10 | 0.10 |
| Housing Authority | 0.25 | 0.05 | 0.05 | 0.05 |
| **Finance Total** | **6.00** | **6.00** | **6.00** | **6.00** |
| | | | | |
| **Public Works** | | | | |
| City Parkway | 2.70 | 2.75 | 2.75 | 2.75 |
| Engineering | 1.20 | 1.65 | 1.65 | 1.65 |
| Maintenance | 5.10 | 6.20 | 6.20 | 6.20 |
| Building & Safety | 0.30 | 0.00 | 0.00 | 0.00 |
| Code Enforcement | 0.05 | 0.00 | 0.00 | 0.00 |
| Planning | 0.30 | 0.00 | 0.00 | 0.00 |
| Risk Management | 0.05 | 0.00 | 0.00 | 0.00 |
| Solid Waste | 0.30 | 0.40 | 0.40 | 0.40 |
| **Public Works Total** | **10.00** | **11.00** | **11.00** | **11.00** |
| | | | | |
| **Total Department Staffing** | **38.00** | **39.00** | **39.00** | **39.00** |

# Program/Fund Relationship

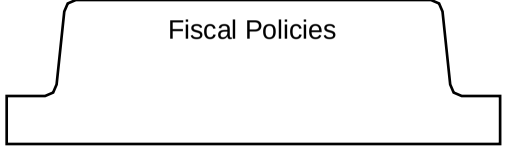
The program/fund relationship is presented by showing the respective funds from which each program's expenditures are paid.

**USE OF FUNDS BY PROGRAMS**

| Program | General Fund | Special Revenue | Capital Improvement | Internal Service | Enterprise |
|---|---|---|---|---|---|
| City Council | X | | | | |
| City Manager | X | | | | |
| Economic Development | X | | | | |
| Legal Services | X | | | | |
| City Clerk | X | | | | |
| Human Resources | X | | | | |
| Community Services | X | | | | |
| Resident Amenities | X | | | | |
| Community Assistance | X | | | | |
| Tourism | X | | | | |
| Technology Services | X | | X | | |
| Building & Safety | X | | | | |
| Planning | X | | | | |
| Code Enforcement | X | | | | |
| Financial 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 |
| Capital Improvement | | X | X | | X |

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

| | |
|---|---|
| General Fund (Major) | 31.30 FTE |
| Emergency Services Upgrade | 1.60 FTE |
| Housing Authority | 0.40 FTE |
| Indian Wells Golf Resort (Major) | 0.30 FTE |
| Solid Waste | 0.40 FTE |
| Total | 34.00 FTE |


Fiscal Policies

# Fiscal Policies and Budget Process

The City of Indian Wells has established comprehensive fiscal policies, in alignment with the City Charter and Council Policies, to ensure responsible long-term financial planning, effective budget development, and the establishment of reserves. These policies are regularly reviewed and refined to foster accountable fiscal management and provide the framework for preparing the City's financing, spending, and performance plans.

The City's fiscal policies are designed to comply with the adopted budget and reflect the priorities set by the City Council. Furthermore, the Government Finance Officers Association (GFOA) and credit rating agencies like Standard & Poor's, Moody's, and Fitch Ratings emphasize the importance of sound fiscal policies in evaluating the City's financial stability and creditworthiness.

## Balanced Budget Policy

The City of Indian Wells adheres to a balanced budget for each biennial period within the Financial Plan. To ensure fiscal responsibility, operating revenues must fully cover operating expenditures and debt service obligations. Additionally, the City upholds the fiscal integrity of its operating, debt service, and capital improvement budgets, which support the delivery of services and the maintenance of public facilities, streets, and utilities.

Ongoing operational costs shall not exceed the revenue allocated for their support. Interfund loans will not be utilized as a method of financing to address structural revenue-expenditure gaps. When introducing new ongoing programs, a sustainable revenue source will be identified to fund these costs. Any carryover balances will be allocated solely to one-time expenditures.

The budget is structured to ensure adequate funding for the maintenance and timely replacement of buildings, infrastructure, and equipment, with a continued focus on productivity improvements and cost reductions. The City enforces a budget control system to maintain adherence to budgeted allocations and does not include a contingency reserve; instead, supplemental appropriations are authorized as new programs and projects are approved by the City Council.

## Budget Preparation and Administration

The Biennial Operating Budget and the Capital Improvement Program are developed and managed in accordance with established procedures set forth by the City Council. These procedures incorporate comprehensive guidelines, standards, and requirements for the preparation, approval, and monitoring of both the Operating and Capital Budgets.

The budget is structured to ensure sufficient funds are available to meet anticipated expenditures. Public input is actively solicited throughout the process, with scheduled public meetings and study sessions at key decision points for the City Council.

The budget is designed to enhance public awareness regarding service quality, associated costs, and the City's financial health. Revenue and expenditure performance is periodically assessed against the budget throughout the fiscal year.

The City also establishes written goals and policies that guide the preparation of financing and spending plans. Proposed budgets are aligned with these policies and reflect the priorities set by the City Council. Furthermore, the budget focuses on the services and activities essential to fulfilling the community's needs.

## Performance and Productivity

The City incorporates performance measurement and productivity indicators into its budgeting process. Prior to implementation, performance objectives and service levels for both new and existing programs are submitted for review. Performance standards are selected based on factors such as data reliability, relevance to proposed budget changes, value to Council decision-making, and utility for effective program management. Additionally, the City prepares and evaluates program performance plans that align with financing and spending projections in the annual budget.

The City recognizes that its employees are its most valuable resource and that their expertise and participation in the budget process are critical to the City's ongoing success. To support efficient service delivery, the City allocates funding for initiatives that enhance productivity, including:

- Office automation and advanced computer applications
- Equipment modernization
- Streamlining work processes
- Risk management, exposure reduction, and employee safety
- Preventive maintenance strategies
- Energy conservation efforts
- Lifecycle costing in equipment procurement
- Performance planning, reporting, and evaluation
- Employee training programs

These initiatives are integral to maintaining high standards of service while optimizing resource allocation.

## Basis of Accounting

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

In the public sector, a city government maintains a variety of "funds" to separately record the financial data associated with specific activities. A fund is an accounting entity with self-balancing records. Each fund is established to manage resources subject to specific restrictions. Similar to how a corporation's subsidiaries are part of its overall structure in the private sector, all funds collectively represent the City's total financial resources. Accordingly, this report encompasses transactions for all entities under the authority of the City Council, as defined by the Governmental Accounting Standards Board.

The City's governmental funds include General, Special Revenue, Capital Projects, Internal Service, and Enterprise Funds. Under the modified accrual basis, revenues are recognized when received in cash or when measurable and collectible within the accounting period or shortly after the period to satisfy liabilities. Expenses are recognized when liabilities are incurred, except for interest or long-term debt. At year-end, necessary adjustments are made to transition to an accrual basis, recognizing revenues when earned and expenses when incurred.

In addition to maintaining funds to record accounting transactions, the City implements internal controls within the accounting system to safeguard assets from misappropriation, unauthorized use, or disposition, and to ensure the accuracy of financial records. These controls are consistent with sound management practices and are based on a cost/benefit analysis. The cost of any control must be reasonable in relation to the benefits it provides, as determined by City management. The City's internal controls are sufficient to protect its assets and maintain the integrity of its financial records.

As a recipient of Federal, State, and County financial resources, the City is also responsible for maintaining an adequate internal control structure to ensure compliance with relevant laws and regulations. This control structure is periodically evaluated by City management.

As part of the City's annual audit, the internal control structure is reviewed to assess its adequacy and ensure compliance with applicable laws and regulations.

## Adjustments to the Budget

Following the adoption of the budget, amendments may be necessary to provide for the appropriation or transfer of additional funds. Supplemental appropriations are required to grant additional spending authority to address unforeseen events that impact operations or capital projects. Departments are responsible for preparing a staff report to request such appropriations, which must be presented to the City Council for consideration. The staff report must include the requested amount, the funding source, the intended purpose for the additional funds, and an explanation of why the request is necessary.

Budget adjustments, on the other hand, involve reallocating funds between expenditure accounts within a fund. These adjustments do not alter the overall fund budget but instead represent a modification in the intended use of the original appropriation.

## Operating and Capital Improvement Budget Calendar

Each February, the City initiates a strategic planning session, incorporating community engagement as a central component of the process. This engagement allows for the identification of residents' needs and priorities. Based on the outcomes of this strategic planning, departments begin updating their strategies and draft proposals for the operating and capital budgets.

From February through April, departments complete their proposed budgets, incorporating updated revenue and expenditure forecasts. During this period, City staff also undertakes community outreach to inform the public about the City's fiscal condition and solicit direct input on budget priorities.

In April, the City consolidates department proposals into a Proposed Budget, reflecting the City's economic environment, fiscal condition, and priority needs. A series of City Council meetings, Finance Committee sessions, and study sessions are held to facilitate active public discussion regarding the budget. This process culminates in the adoption of the budget by the City Council in June.

## Budget Calendar of Events

February 2025:

- The City Manager holds program meetings with staff to develop a preliminary budget based on Council-established criteria.
- The City Manager solicits input from City Council and staff to draft a five-year capital plan.
- Initial meetings with hotel partners to discuss transient occupancy tax projections.
- Consultations with the County Auditor-Controller regarding property tax assessments and other tax revenues.
- Meetings with Golf Resort staff to review operating and capital plans.

March 2025:

- Completion of the first draft of revenue and expenditure projections, supported by detailed analysis.
- Submission of the draft budget to the City Manager and staff for review, ensuring alignment with City Council priorities.
- The City Manager holds meetings with staff to discuss the draft budget.
- Updates to the Golf Resort capital plan in collaboration with Golf Resort staff.

April 2025:

- The City Council sets goal priorities, budgetary directives, and capital improvement planning.
- Finance Committee meeting to review the draft budget based on City Council-established criteria.
- Committee approval to present the budget at a scheduled public study session.
- Distribution of draft budgets to the City Council for review in late April.

May 2025:

- Public study session held to gather input from the City Council and the community.

June 2025:

- Public meeting for the City Council to receive additional input and formally adopt the revised operating and capital budgets.

## Reserve Policy

The Reserve Policy establishes target levels for reserves across the City's operational and capital programs. These reserves serve as a critical foundation for fiscally sound management and provide a guiding framework for future City decision-making.

Emergency Reserve: The Emergency Reserve is maintained to ensure the continuity of General Fund operations during emergencies declared by the City Council. These reserves are strictly for emergency use and are not to be utilized for addressing operating shortfalls or funding new programs or personnel.

Capital Reserves: The City has established long-term capital replacement funds as part of its good governance strategy. These funds provide the financial resources necessary to support capital improvement projects identified during 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 that maximizes the security of the City's capital while ensuring liquidity to meet daily cash flow demands. All investments will comply with state and local statutes governing the investment of public funds. Furthermore, the City aims to maximize returns within an acceptable and clearly defined level of risk.

Investment officials are held to the standard of a "prudent person," applying sound judgment and care in managing the City's portfolio. Investments will be made for the purpose of investment—not speculation—while considering both the safety of capital and the potential income derived.

The City Treasurer and other designated individuals managing the investment portfolio are relieved of personal responsibility and liability for individual securities' credit risks or market price changes, provided that deviations from expectations are promptly reported, and appropriate action is taken to address adverse developments.

The preservation of capital remains the highest priority within the investment program. Consequently, investments will be undertaken with a focus on mitigating credit and interest rate risks to maintain the integrity of the portfolio.

## Debt Policy

The City's primary objective in issuing debt is to provide for infrastructure and capital project needs while maintaining a sound fiscal position and safeguarding credit quality. Debt instruments will be issued and managed prudently to ensure fiscal responsibility, protect the City's creditworthiness, and support long-term capital needs.

Debt is an essential tool for financing capital projects, provided it aligns with the City's goals of:

- Equitable treatment of all customers;
- Cost-effectiveness as the most efficient funding mechanism;
- Fiscal prudence, responsibility, and diligence under prevailing economic conditions.

## Fraud Prevention and Deterrence Policy

The City of Indian Wells is committed to safeguarding its operations, employees, and assets from the risk of fraud or misuse. The City's policy is to proactively identify and investigate any potential fraudulent activities or related dishonest behavior and, where necessary, pursue appropriate legal remedies.

The City facilitates the development of internal controls designed to detect and prevent fraud, impropriety, or irregularity. The City's culture promotes consistent organizational behavior by assigning responsibility for developing controls and conducting investigations into potential fraudulent activities.

All suspected fraud, misappropriation, or similar irregularities are subject to impartial investigations, regardless of the individual's position, tenure, or relationship with the City.

Internal controls form the cornerstone of effective and efficient operations. A professionally designed and consistently enforced system of operational and financial controls ensures the protection of the City's resources, the reliability of financial reporting, and compliance with applicable laws and regulations. Furthermore, robust internal controls reduce the risk of errors, irregularities, and fraud, enabling their timely detection and resolution. Management is primarily responsible for ensuring the adequacy and effectiveness of internal controls.

## Overhead Cost Allocation

All overhead costs shall be allocated in compliance with applicable local, State, and Federal laws. The City employs a two-step (double step-down) allocation method, where initial costs are distributed among central service support programs to determine the total cost of these services. The total costs are subsequently allocated to the programs that benefit from these services.

## Multi-Cycle Estimates

Mid-Cycle budget adjustments recommended by the Finance Committee or City Council shall be addressed as part of the Mid-Cycle Budget Review or considered during the annual budget process, alongside other competing budgetary needs and priorities. Ongoing budget modifications should be incorporated into the annual budget process. Conversely, one-time budget adjustments may be considered during either the Mid-Cycle Budget Review or the annual budget process.

## Fees

Fees are set to cover 100% of the cost-of-service delivery unless doing so would impede access to essential services for customers. Fees or service charges should not be established to generate surplus revenue beyond the cost of service. Should the Council determine other factors (e.g., market conditions or competitive positioning) require consideration, fees may be set below 100% of cost recovery.

## Grants

City staff shall actively seek, apply for, and manage Federal, State, and other grants that align with the City's priorities and policy objectives, delivering positive benefits to the City. Prior to pursuing any grant, staff shall provide a detailed pro-forma analysis assessing both the immediate and long-term financial implications for the City. One-time operating grant revenues shall not be used to fund ongoing programs, except for pilot projects intended to evaluate long-term funding viability.

## Interfund Loans

Interfund loans refer to loans between City funds for specific purposes. The loan amount, term, and repayment source shall be clearly identified when a loan is proposed. Loans are coordinated with the City Attorney's Office to ensure compliance with the Municipal Code and require approval by the City Council. The City's Annual Financial Report will include a summary of all outstanding loans. Interfund loans may not be utilized to address ongoing structural budget deficits.

## Risk Management

The City of Indian Wells is a member of the California Joint Powers Insurance Authority (JPIA), operates under a joint powers agreement pursuant to California Government Code §6500 et seq. The JPIA manages self-insured losses, purchases excess insurance and reinsurance, and arranges group insurance programs for various coverage types. The City joined the JPIA in November 1987 to transfer general liability risk, with a $50 million single-limit occurrence insurance policy. The City also maintains primary liability, workers' compensation, property, earthquake and flood, and crime insurance.

## Independent Audit

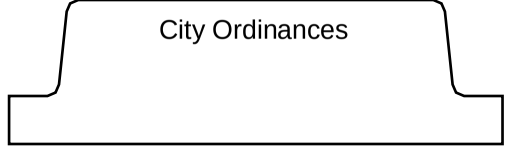
An annual independent audit of the City's financial statements is conducted by an auditing firm appointed by the City Council, which reports to the Finance Committee. In alignment with auditing standards set by the Government Finance Officers Association (GFOA), the City issues a Request for Proposal (RFP) for audit services every three years.

## Annual Internal Control Review

The City is responsible for maintaining an adequate internal control structure. This structure undergoes continuous evaluation by City management and is reviewed annually by independent auditors. The reviews assess the adequacy of the internal control system and ensure compliance with applicable laws and regulations.

## Distinguished Budget Presentation

The approved budget will be submitted to the Government Finance Officers Association (GFOA) for consideration for professional recognition and awards in the category of Distinguished Budget Presentation.

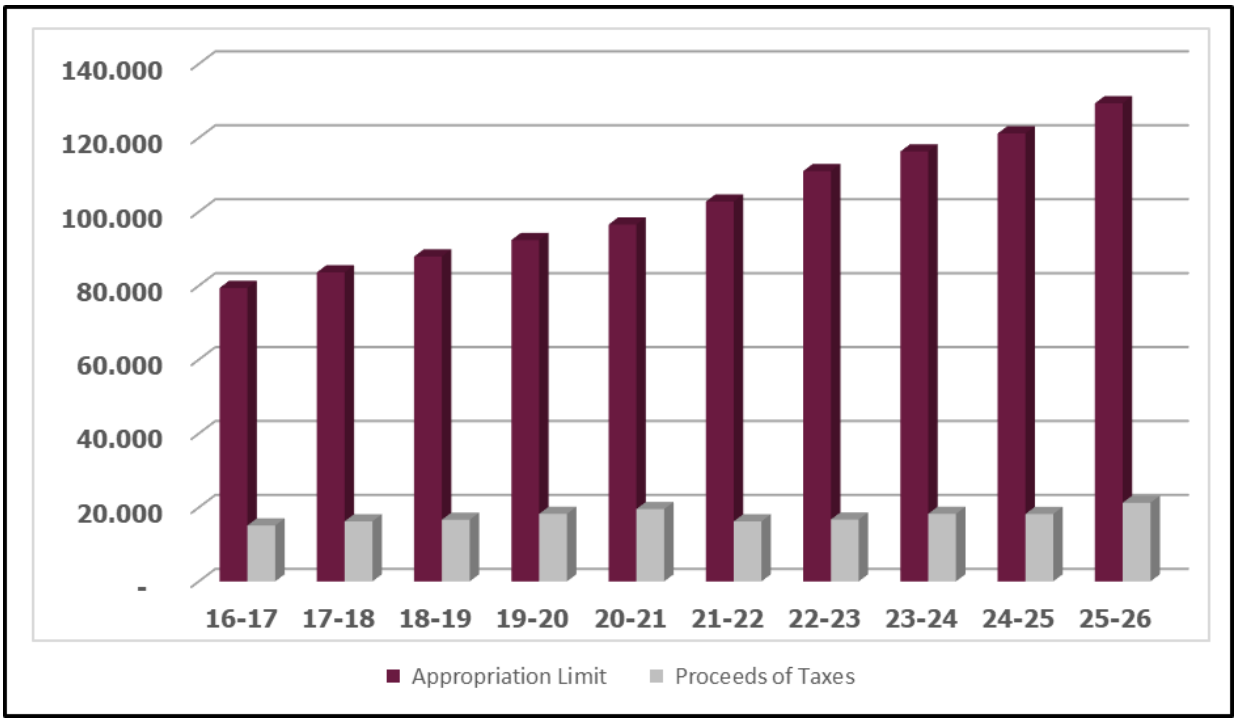

City Ordinances

# Fiscal Year 2025/26 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 XIIIB 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 21.28% of its limit with total proceeds of taxes of $27,523,398 This indicates that the City is in a positive appropriation position and in compliance with the law.



**RESOLUTION NO. 2025-22**

**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, 2025**

**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; Fiscal Year 2019-20; Fiscal Year 2020-21; Fiscal Year 2021-22; Fiscal Year 2022-23, Fiscal Year 2023-24, Fiscal Year 2024-25, and Fiscal Year 2025-26.

**NOW, THEREFORE,** the City Council of the City of Indian Wells **DOES HEREBY RESOLVE** that the appropriations limitation in Fiscal Year 2025-26 is hereby adopted at $129,346,625 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 10th day of June 2025.

**BRUCE WHITMAN**
**MAYOR**

**CERTIFICATION FOR RESOLUTION NO. 2025-XX**

I, Angelica Avila, 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 10th day of June 2025, by the following vote:

AYES: Penna, Reed, Sanders, Taylor, Whitman
NOES: None

**ATTEST:**

**ANGELICA AVILA**
**CITY CLERK**

**APPROVED AS TO FORM:**

**CARLOS CAMPOS FOR**
**BEST, BEST, & KRIEGER**
**CITY ATTORNEY**

**RESOLUTION NO. 2025-21**

**A RESOLUTION OF THE CITY OF INDIAN WELLS, CALIFORNIA, ADOPTING THE CITY OPERATING AND CAPITAL BUDGETS FOR THE CITY OF INDIAN WELLS FOR THE FISCAL YEAR 2025-26 AND FISCAL YEAR 2026-27, AND APPROVING A PROCEDURE FOR PAYMENT OF CLAIMS WITHOUT THE ISSUANCE OF WARRANTS PURSUANT TO GOVERNMENT CODE SECTION 53910 ET SEQ.**

**WHEREAS,** the City Council held a public Council Meeting on May 15, 2025, to review, consider, deliberate, amend as needed, and collect public input regarding the proposed biennial operating budget and capital improvement budget for the City of Indian Wells for fiscal year 2025-26 and fiscal year 2026-27; and,

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

**WHEREAS**, under Government Code Section 53910, the City's governing body may, by resolution, authorize practices concerning form, issuance, delivery, endorsement, and payment of warrants it deems convenient, efficient, and in the public interest, conforming substantially to those practices specified in Sections 53911, 53912, 53913, or 53914 of said Code; and

**WHEREAS,** Government Code Section 53912 authorizes a city's governing body to stipulate that when funds are available for the payment of approved claims, the approval of claims for payment shall, without the issuance of any warrant, serve as the authority for the custodian of its funds to pay the claims by check or electronic transfer, provided that related registers and transfers contain substantially the same information as required by law to be maintained for a warrant; and

**WHEREAS**, the City Council for the City of Indian Wells deems it convenient, efficient, and in the public interest to provide that when funds are available for the payment of approved claims, the approval of claims for payment shall, without the issuance of any warrant, be the authority to the Finance Director / Agency Treasurer to pay the claims by check or electronic transfer.

**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 year 2025-26 and fiscal year 2026-27, submitted by the City Manager to the City Council on May 15, 2025, is hereby approved for adoption.

**SECTION 2: Proposed Budget for Fiscal Year 2025-26 and Fiscal Year 2026-27**
There is hereby appropriated from the unappropriated fund balances anticipated to be available on July 1, 2025, and from the estimated revenues and transfers to be received during the Fiscal Year(s) beginning July 1, 2025, and ending June 30, 2027, 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:

| | | Fiscal Year 2025/26 | | Fiscal Year 2026/27 |
|---|---|---|---|---|
| 101 | General Fund | 68,252,759 | | 65,640,559 |
| 202 | Traffic Safety | 38,878 | | 39,678 |
| 203 | Public Safety 1/2 Cent Sales Tax | 53,364 | | 54,764 |
| 204 | Measure "A" | 407,994 | | 418,994 |
| 209 | F.A.M.D. #1 | 3,169,698 | | 3,362,598 |
| 210 | SCAQMD (VEHICLE REG.) | 26,021 | | 26,421 |
| 211 | AB 3229 COPS Funding | 215,750 | | 222,150 |
| 214 | Gas Tax 2103 Maintenance | 50,042 | | 51,542 |
| 215 | Gas Tax 2105 Maintenance | 33,546 | | 34,646 |
| 216 | Gas Tax 2106 Contruct/Maint | 26,871 | | 27,771 |
| 217 | Gas Tax 2107 Maintenance | 45,418 | | 46,818 |
| 218 | Gas Tax 2107.5 Eng/Admin | 1,400 | | 1,600 |
| 219 | Gas Tax RMRA | 139,955 | | 144,155 |
| 228 | Emergency Upgrade Services | 15,541,678 | | 13,526,878 |
| 247 | AB 939 Recycling Fund | 436,136 | | 421,136 |
| 248 | Solid Waste | 1,745,536 | | 1,819,836 |
| 251 | Street Lighting District 2001 | 23,809 | | 25,009 |
| 271 | Eldorado Drive LLMD | 193,842 | | 202,042 |
| 272 | Montecito/Stardust LLMD | 52,714 | | 55,214 |
| 273 | Casa Dorado LLMD | 34,503 | | 35,503 |
| 274 | The Cove LLMD | 28,868 | | 29,768 |
| 275 | SH111/IWGR (Entrance) LLMD | 640,296 | | 664,196 |
| 276 | Club/IW Lane LLMD | 100,693 | | 105,093 |
| 277 | Colony LLMD | 198,031 | | 192,831 |
| 278 | Colony Cove Estates LLMD | 65,004 | | 57,104 |
| 279 | Desert Horizons LLMD | 620,761 | | 639,361 |
| 280 | Mountain Gate LLMD | 169,513 | | 171,213 |
| 281 | Mountain Gate Estates LLMD | 70,089 | | 70,789 |
| 282 | Villagio LLMD | 403,625 | | 399,925 |
| 283 | Vaidya LLMD | 46,388 | | 43,788 |
| 284 | Club, South of 111 LLMD | 53,090 | | 52,790 |
| 285 | Montelena LLMD | 202,835 | | 197,235 |
| 286 | Sundance LLMD | 60,662 | | 62,562 |
| 287 | Province LLMD | 326,535 | | 333,235 |
| 288 | Province DBAD | 597,062 | | 564,762 |
| 311 | Transportation Facilities | 69,600 | | 71,800 |
| 312 | Storm Drain Facilities | 0 | | 0 |
| 313 | Receration Facilities | 115,800 | | 119,400 |
| 314 | Park-in-Lieu Fees | (1,340,137) | | (1,338,637) |
| 315 | Citywide Public Improvement Fee | 27,000 | | 27,900 |
| 316 | Capital Improvement | 11,553,456 | | 10,957,156 |
| 319 | Art In Public Places | 1,444,802 | | 1,431,102 |
| 321 | Highway 111 Circulation Imp Fee | 52,017 | | 59,117 |
| 326 | Buildings Capital Reserve | 2,867,076 | | 3,245,476 |
| 327 | Bridges Capital Reserve | 2,642,030 | | 3,012,030 |
| 328 | Medians & Parkways Capital Reserve | 2,232,237 | | 2,586,937 |
| 329 | Storm Drains Capital Reserve | 1,441,193 | | 1,766,493 |
| 330 | Traffic Signal Capital Reserve | 1,295,058 | | 1,614,458 |
| 331 | Technology Capital Reserve | 1,239,097 | | 1,556,897 |
| 332 | City Streets Capital Reserve | 19,897,840 | | 20,909,440 |
| 333 | City Vehicles Capital Reserve | 773,993 | | 1,074,993 |
| 350 | Disaster Recovery Reserve | 920,753 | | 1,213,953 |
| 253 | Indian Wells Villas | 1,265,599 | | 1,300,699 |
| 254 | Mountain View Villas | 2,584,200 | | 2,635,700 |
| 256 | Housing Authority | 21,619,184 | | 21,750,584 |
| 453 | Debt Service Whitewater RDA | (55,481,662) | | (47,490,804) |
| 456 | Redevelopment Obligation Retirement Fund | 13,990,000 | | 15,037,000 |
| 460 | IW Finance Authority | 7,524,129 | | 8,441,229 |
| 560 | Indian Wells Golf Resort | 52,432,923 | | 55,950,523 |
| 601 | Retirement Benefit Fund | 7,185,440 | | 6,807,540 |
| 602 | Compensated Absences Reserve | 758,898 | | 758,898 |
| | Total All Funds | **191,183,890** | | **203,241,848** |

**SECTION 3: Authorized Interfund Transfers for Fiscal Year 2025-26 and Fiscal Year 2026-27.** There are hereby authorized the transfers of the following amounts from one fund to another fund for Fiscal Year 2025-26 and Fiscal Year 2026-27.

Transfers In/Out reconciliation

IN

| | Description | FY 2026 | FY 2027 |
|---|---|---|---|
| 2560000 499900 | ROPS Loan 20% Housing | 750,000 | 750,000 |
| 3160000 499900 | General Fund - CIP Funding | 2,000,000 | 2,000,000 |
| 3260000 499900 | General Fund - Capital Reserves | 110,000 | 110,000 |
| 3270000 499900 | General Fund - Capital Reserves | 110,000 | 110,000 |
| 3280000 499900 | General Fund - Capital Reserves | 110,000 | 110,000 |
| 3290000 499900 | General Fund - Capital Reserves | 110,000 | 110,000 |
| 3300000 499900 | General Fund - Capital Reserves | 110,000 | 110,000 |
| 3310000 499900 | General Fund - Capital Reserves | 110,000 | 110,000 |
| 3320000 499900 | General Fund - Capital Reserves | 110,000 | 110,000 |
| 3330000 499900 | General Fund - Capital Reserves | 110,000 | 110,000 |
| 3500000 499900 | General Fund - Capital Reserves | 110,000 | 110,000 |
| 4530000 499900 | ROPS Payment from 456 | 9,900,000 | 10,197,000 |
| 4600000 499900 | IWFA Debt Service | 980,000 | 980,000 |
| 5600000 499900 | General Fund - Additional Golf Course Reserves | 1,000,000 | 1,000,000 |
| 5600000 499900 | ROPS Loan 80% Golf Course | 3,000,000 | 3,000,000 |
| 6010000 499900 | General Fund - Additional Pension Reserves | 1,000,000 | 1,000,000 |
| Total Transfers In | | 19,620,000 | 19,917,000 |

OUT

| | Description | FY 2026 | FY 2027 |
|---|---|---|---|
| 1016602 599900 | ROPS Loan 20% Housing | 750,000 | 750,000 |
| 1016602 599900 | ROPS Loan 80% Golf Course | 3,000,000 | 3,000,000 |
| 1016602 599900 | General Fund - Capital Reserves | 990,000 | 990,000 |
| 1016602 599900 | General Fund - Golf Course Reserves | 1,000,000 | 1,000,000 |
| 1016602 599900 | General Fund - Pension Reserves | 1,000,000 | 1,000,000 |
| 1016602 599900 | General Fund - CIP Funding | 2,000,000 | 2,000,000 |
| 4566602 599900 | ROPS Payment from 456 | 9,900,000 | 10,197,000 |
| 3116602 599900 | IWFA Debt Service | 152,000 | 152,000 |
| 3136602 599900 | IWFA Debt Service | 441,000 | 441,000 |
| 3156602 599900 | IWFA Debt Service | 152,000 | 152,000 |
| 2566602 599900 | IWFA Debt Service | 88,000 | 88,000 |
| 2286602 599900 | IWFA Debt Service | 147,000 | 147,000 |
| Total Transfers Out | | 19,620,000 | 19,917,000 |

**SECTION 4: 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 the change of any appropriation authorized above shall be subject to the approval of the City Council.

**SECTION 5: 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 the program for the operating budget and by project and expense item within a Capital Program Group for the capital budget.

**SECTION 6: Budget Carryovers.** It is hereby approved that all appropriations for prior fiscal years shall lapse at the end of Fiscal Year 2024-25. 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 the year, and as deemed necessary by the Finance Director, under the direction of the City Manager, may be carried over to the following fiscal year. The appropriation shall be carried over without further action by the City Council.

**SECTION 7: Findings concerning City Charter.** The City Council finds that expenditures set forth in the biennial operating budget for official meetings/conferences and for community presentations 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 outlined in Section 101 of the City Charter, but instead pertain to matters of City business.

**SECTION 8: 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 year 2025-26 and fiscal year 2026-27 as adopted by the City Council on May 15, 2025, in the Office of the City Clerk.

**SECTION 9: Use of Checks and Electronic Transfers in Lieu of Warrants.** It is hereby approved that when funds are available for the payment of claims, the audit and approval of said claims by either the Finance Director, when authorized in Section 2.16.020 of the Indian Wells Municipal Code, or by the City Council in all other cases, shall, without the issuance of a warrant, be the authority to the legal depository holding the funds in the City Treasury to pay the audited claims by check or electronic transfer as authorized by Government Code § 53912. Registers and transfers maintained by the Finance Director pertaining to said checks and electronic transfers shall contain substantially the same information as required by law or ordinance to be maintained in connection with the use of warrants for payment of claims.

**SECTION 10: Effective Date.** This resolution shall take full force and effect on July 1, 2025, after its adoption by the City Council.

**PASSED, APPROVED, AND ADOPTED** by the City Council of the City of Indian Wells, California, on this 15th day of May 2025.

E-SIGNED by Bruce Whitman
on 2025-05-22 16:00:34 PDT

**BRUCE WHITMAN**
**MAYOR**

**CERTIFICATION FOR RESOLUTION NO. 2025-21**

I, Angelica Avila, 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 15th day of May 2025, by the following vote:

| | |
|---|---|
| AYES: | Penna, Sanders, Taylor, Whitman |
| NOES: | None |
| EXCUSED: | Reed |

**ATTEST:**

E-SIGNED by Angelica Avila
on 2025-05-22 17:05:34 PDT

**ANGELICA AVILA**
**CITY CLERK**

**APPROVED AS TO FORM:**

E-SIGNED by Todd Leishman
on 2025-05-22 16:36:07 PDT

**TODD LEISHMAN FOR**
**BEST BEST & KRIEGER LLP**
**CITY ATTORNEY**

**RESOLUTION HA NO. 2025-01**

**A RESOLUTION OF THE INDIAN WELLS HOUSING AUTHORITY, CALIFORNIA, ADOPTING THE OPERATING AND CAPITAL BUDGETS FOR THE INDIAN WELLS HOUSING AUTHORITY FOR THE FISCAL YEAR 2025-26 AND FISCAL YEAR 2026-27, AND APPROVING A PROCEDURE FOR PAYMENT OF CLAIMS WITHOUT THE ISSUANCE OF WARRANTS PURSUANT TO GOVERNMENT CODE SECTION 53910 ET SEQ.**

**WHEREAS,** the Housing Authority Board held a public meeting on May 15, 2025, 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 the fiscal year 2025-26 and fiscal year 2026-27; and

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

**WHEREAS,** a proposed biennial operating budget and capital improvement budget for the Indian Wells Housing Authority was submitted to the Housing Authority Board on May 15, 2025, and,

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

**WHEREAS,** under Government Code Section 53910, the Housing Authority's governing body may, by resolution, authorize practices concerning form, issuance, delivery, endorsement, and payment of warrants it deems convenient, efficient, and in the public interest, conforming substantially to those practices specified in Sections 53911, 53912, 53913, or 53914 of said Code; and,

**WHEREAS,** Government Code Section 53912 authorizes a Housing Authority's governing body to provide that when funds are available for the payment of approved claims, the approval of claims for payment shall, without the issuance of any warrant, be the authority to the custodian of its funds to pay the claims by check or electronic transfer, so long as related registers and transfers contain substantially the same information as required by law to be maintained for a warrant; and

**WHEREAS,** the Housing Authority Board for the Indian Wells Housing Authority deems it convenient, efficient, and in the public interest to provide that when funds are available for the payment of approved claims, the approval of claims for payment shall, without the issuance of any warrant, be the authority to the Agency Treasurer to pay the claims by check or electronic transfer.

**NOW, THEREFORE, THE 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 Charter of the Indian Wells Housing Authority, the biennial operating budget and capital improvement budget for the fiscal year 2025-26 and fiscal year 2026-27, submitted by the Executive Director to the Housing Authority Board on May 15, 2025, is hereby approved for adoption.

**SECTION 2: Proposed Budget for Fiscal Year 2025-26 and Fiscal Year 2026-27**
There is hereby appropriated from the unappropriated fund balances anticipated to be available on July 1, 2025, and from the estimated revenues and transfers to be received during the Fiscal Year(s) beginning July 1, 2025, and ending June 30, 2027, the following amounts necessary to fund the operating programs and the Capital Improvements Program for the Indian Wells Housing Authority during said Fiscal Years:

| | Fiscal Year 2025/26 | Fiscal Year 2026/27 |
|---|---|---|
| 253 Indian Wells Villas | 1,265,599 | 1,300,699 |
| 254 Mountain View Villas | 2,584,200 | 2,635,700 |
| 256 Housing Authority | 21,619,184 | 21,750,584 |
| Total All Funds | **25,468,983** | **25,686,983** |

**SECTION 3: Authorized Interfund Transfers for Fiscal Year 2025-26 and Fiscal Year 2026-27.** There are hereby authorized the transfers of the following amounts from one fund to another fund for Fiscal Year 2025-26 and Fiscal Year 2026-27.

Transfers In/Out reconciliation

IN

| | Description | FY 2026 | FY 2027 |
|---|---|---|---|
| 2560000 499900 | ROPS Loan 20% Housing | 750,000 | 750,000 |
| Total Transfers In | | 750,000 | 750,000 |

OUT

| | Description | FY 2026 | FY 2027 |
|---|---|---|---|
| 1016602 599900 | ROPS Loan 20% Housing | 750,000 | 750,000 |
| Total Transfers Out | | 750,000 | 750,000 |

**SECTION 4: 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 the change of any appropriation authorized above shall be subject to the approval of the Housing Authority Board.

**Section 5: 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 Agency 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 the program for the operating budget and by project and expense item within a Capital Program Group for the capital budget.

**SECTION 6: Budget Carryovers.** It is hereby approved that all appropriations for prior fiscal years shall lapse at the end of Fiscal Year 2022-23. 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 the year, and as deemed necessary by the Agency Treasurer, under the direction of the Executive Director, may be carried over to the following fiscal year. The Agency Treasurer shall carry over the appropriation without further Housing Authority Board action.

**SECTION 7: Findings concerning City Charter.** The Housing Authority Board finds that expenditures set forth in the biennial operating budget for official meetings/conferences and for community presentations as set forth in the Housing Authority budget do not constitute payment for or reimbursement by the Housing Authority to Housing Authority Board Members for their personal use or benefit, as generally outlined in Section 101 of the City Charter, but instead pertain to matters of Housing Authority business.

**SECTION 8: 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 the fiscal year 2025-26 and fiscal year 2026-27 as adopted by the Housing Authority Board on May 15, 2025, in the Office of the City Clerk.

**SECTION 9:Use of Checks and Electronic Transfers in Lieu of Warrants.** It is hereby approved that when funds are available for the payment of claims, the audit and approval of said claims by either the Agency Treasurer, when authorized in Section 2.16.020 of the Indian Wells Municipal Code, or by the Housing Authority Board in all other cases, shall, without the issuance of a warrant, be the authority to the legal depository holding the funds in the Housing Authority Treasury to pay the audited claims by check or electronic transfer as authorized by Government Code § 53912. Registers and transfers maintained by the Agency Treasurer pertaining to said checks and electronic transfers shall contain substantially the same information as required by law or ordinance to be maintained in connection with the use of warrants for payment of claims.

**Section 10: Effective Date.** This resolution shall take full force and effect on July 1, 2025, after its adoption by the Housing Authority Board.

**PASSED, APPROVED, AND ADOPTED** by the Housing Authority Board of the Indian Wells Housing Authority, California, on this 15th day of May 2025.

**BRUCEWHITMAN**
**CHAIR**

**CERTIFICATION FOR RESOLUTION HA NO. 2025-01**

I, Angelica Avila, Authority Secretary of the Housing Authority Board of the Indian Wells Housing Authority, California, **DO HEREBY CERTIFY** that the whole number of the members of the Housing Authority Board is seven (7); that the above and foregoing resolution was duly and regularly passed and adopted at a regular meeting of the Housing Authority Board of the Indian Wells Housing Authority the 15th day of May 2025, by the following vote:

| | |
|---|---|
| AYES: | Penna, O'Hea, Reed, Sanders, Taylor, Whitman |
| NOES: | None |

**ATTEST:**

**ANGELICA AVILA**
**BOARD SECRETARY**

**APPROVED AS TO FORM:**

**CARLOS CAMPOS FOR**
**BEST, BEST & KRIEGER**
**AUTHORITY COUNSEL**

City Demographics

# CITY DEMOGRAPHICS

**Miscellaneous Statistics**
**June 30, 2025**

| | |
|---|---|
| **Geographic Location:** | The City of Indian Wells is located 124 miles east of Los Angeles and 502 miles south of San Francisco. |
| **Population:** | 4,797 |
| **Area in square miles:** | 15.04 |
| **Form of Government:** | Council-Manager/ General Law |
| **Type of City:** | Charter |
| **Date of Incorporation:** | July 14, 1967 |
| **Number of FTE:** | 35 |
| **Public Safety:** | |
| **Police Department** | 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. |
| **Fire Department** | Under contract with the Riverside County Fire Department, two Paramedics, two Firefighters, and a Captain provide continuous 24 hours/day coverage. |
| **Recreation:** | 36 hole country club style municipal golf course<br>5 private country clubs with 135 holes of golf<br>1 Fairway Park<br>53 private tennis courts |
| **Accommodations:** | 1,460 standard, deluxe and private villas<br>40 outdoor meeting venues<br>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.

**2024 Population**

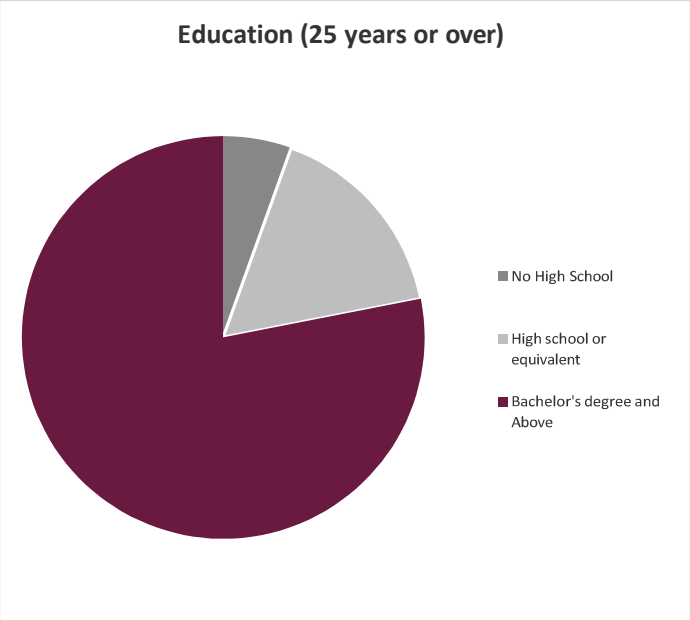
### Population Breakdown

| | | |
|---|---|---|
| Male | 2,431 | 50.68% |
| Female | 2,366 | 49.32% |
| **Total Population** | **4,797** | |
| Annual Growth Rate | | 0.72% |
| Unemployment Rate | | 3.6% |

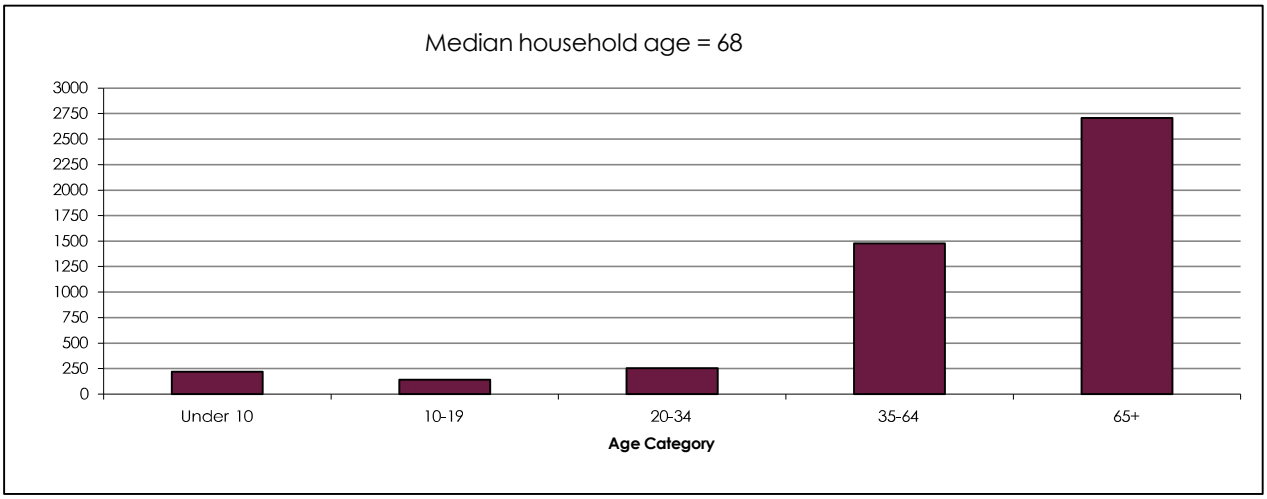
### Household Statics

| | |
|---|---|
| Total Households | 2,905 |
| Persons per Household | 1.9 |
| Median Household Income | $ 145,313 |
| Average Household Income | $ 197,209 |
| Median Home Value | $ 1,104,646 |

### Education for Residents over age 25

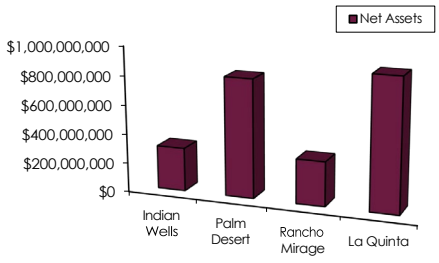


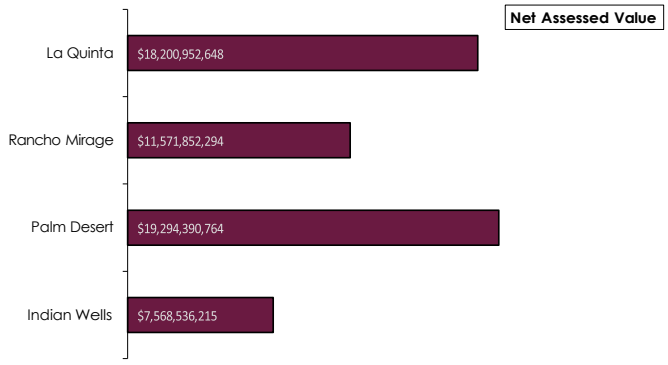

### Age Breakdown



## Government-Wide Financial Comparisons to Valley Cities
**Fiscal Year 2023/24**

| | Indian Wells | Palm Desert | Rancho Mirage | La Quinta |
|---|---|---|---|---|
| | City Total | City Total | City Total | City Total |
| 23/24 Net Assessed Value | $ 7,568,536,215 | $ 19,294,390,764 | $ 11,571,852,294 | $ 18,200,952,648 |
| **STATEMENT OF NET ASSETS** | | | | |
| **Assets:** | | | | |
| Cash, Investments & Receivables | $ 101,916,239 | $ 335,499,090 | $ 140,416,686 | $ 306,935,006 |
| Prepaid Items & Inventory | 656,392 | 1,061,774 | 2,705,209 | 433,416 |
| Deposits & Due From Other Govt's | 24,867,743 | 10,725,293 | 1,950,416 | 29,359,549 |
| Restricted Assets | 7,095,813 | 89,534,987 | 11,167,264 | 17,708,484 |
| Land Held For Resale | - | 61,516 | - | 5,403,652 |
| Capital Assets | 194,578,879 | 483,733,918 | 175,345,914 | 592,559,236 |
| TOTAL ASSETS | $ 329,115,066 | $ 920,616,578 | $ 331,585,489 | $ 952,399,343 |
| **Liabilities:** | | | | |
| Current | $ 6,995,346 | $ 46,581,025 | $ 15,703,716 | $ 33,561,728 |
| Noncurrent | 24,720,728 | 69,828,691 | 7,421,363 | 13,833,540 |
| TOTAL LIABILITIES | $ 31,716,074 | $ 116,409,716 | $ 23,125,079 | $ 47,395,268 |
| **Net Assets:** | | | | |
| Invested in Capital Assets, Net of Related Debt | $ 184,708,647 | $ 470,193,703 | $ 174,910,184 | $ 585,848,807 |
| Restricted: | 26,245,399 | 175,666,035 | 31,827,335 | 70,227,237 |
| Unrestricted: | 86,444,946 | 166,791,819 | 97,088,714 | 248,928,031 |
| **TOTAL NET ASSETS** | **$ 297,398,992** | **$ 812,651,557** | **$ 303,826,233** | **$ 905,004,075** |



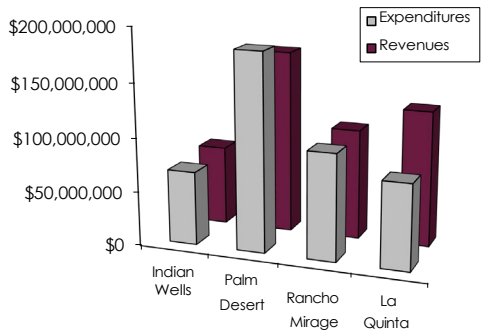



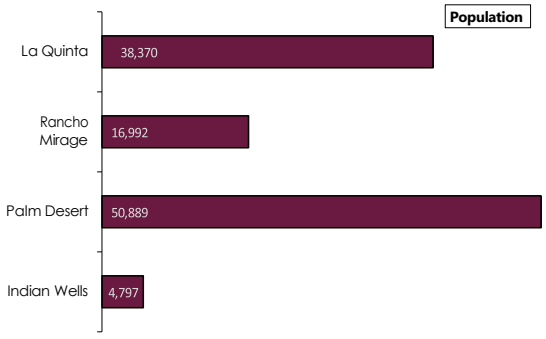

**Source: Fiscal Year 2023/24 Annual Comprehensive Financial Reports**

## Government-Wide Financial Comparisons to Valley Cities

**Fiscal Year 2023/24**

| | Indian Wells | Palm Desert | Rancho Mirage | La Quinta |
|---|---|---|---|---|
| | City Total | City Total | City Total | City Total |
| Population | 4,797 | 50,889 | 16,992 | 38,370 |
| City Land Area - (Square Miles) | 15.0 | 27.0 | 25.0 | 35.7 |
| Population Per Square Mile | 319 | 1,888 | 680 | 1,074 |
| **STATEMENT OF ACTIVITIES** | | | | |
| Governmental Activities: | | | | |
| General Government | $ (14,392,102) | $ (46,406,293) | $ (22,415,139) | $ (10,727,413) |
| Community Development & Parks | (5,638,377) | (48,189,559) | (6,203,253) | (22,080,319) |
| Public Safety | (13,334,797) | (43,639,884) | (22,915,147) | (29,156,519) |
| Public Works/Services | (12,071,338) | (28,646,485) | (18,231,014) | (10,982,293) |
| Interest- Long Term Debt | (329,643) | (153,203) | (17,602) | (48,204) |
| Payments to Other Agencies | | (606,561) | | |
| Total Governmental Activities | (45,766,257) | (167,641,985) | (69,782,155) | (72,994,748) |
| Business-Type Activities: | (22,307,753) | (14,335,654) | (28,522,825) | (5,643,061) |
| Total Primary Government | (68,074,010) | (181,977,639) | (98,304,980) | (78,637,809) |
| TOTAL PROGRAM REVENUES | 43,407,632 | 80,173,782 | 51,677,422 | 31,230,833 |
| NET GOVERNMENTAL ACTIVITIES | (24,666,378) | (101,803,857) | (46,627,558) | (47,406,976) |
| General Revenues: | | | | |
| Taxes: | | | | |
| Property Taxes, levied | 4,362,305 | 15,326,607 | 6,479,623 | 24,646,620 |
| Transient Occupancy Taxes | 12,159,497 | 23,019,911 | 12,441,776 | 15,682,835 |
| Sales Taxes | 1,824,421 | 25,391,092 | 8,576,771 | 29,601,430 |
| Franchise Taxes | 1,398,516 | 3,727,659 | 1,660,644 | 2,419,887 |
| Other Taxes | 5,293,399 | 56,029 | 16,592,440 | 7,082,333 |
| Investment Income | 4,955,969 | 19,840,269 | 4,638,257 | 12,740,444 |
| Miscellaneous | 296,204 | 1,995,008 | 126,605 | 1,640,182 |
| Extraordinary gain/(loss) | - | - | | - |
| Total General Revenues | 30,290,311 | 89,356,575 | 50,516,116 | 93,813,731 |
| Change in Net Assets | 5,623,933 | (12,447,282) | 3,888,558 | 46,406,755 |
| Net Assets at Beginning of Year | 291,775,059 | 825,098,839 | 299,937,675 | 858,597,320 |
| Restatement of Net Assets | | - | | - |
| **NET ASSETS AT END OF YEAR** | **$ 297,398,992** | **$ 812,651,557** | **$ 303,826,233** | **$ 905,004,075** |




**Source: Fiscal Year 2023/24 Comprehensive Annual Financial Reports**

Budget Summaries

# City Wide Summary Report

| | 2023/2024 Year End Actual | 2024/2025 Current Budget | % Change | 2025/2026 Projected Appropriation | % Change | 2026/2027 Projected Appropriation | % Change |
|---|---|---|---|---|---|---|---|
| **Beginning Fund Balance** | **106,019,135** | **120,970,582** | **14.1%** | **114,122,775** | **-5.7%** | **133,999,433** | **17.4%** |
| **Operating Revenues & Expenditures** | | | | | | | |
| **Operating Revenues** | | | | | | | |
| Taxes | 38,642,816 | 41,269,500 | 6.8% | 42,553,400 | 3.1% | 43,831,300 | 3.0% |
| Special Benefit Assessments | 5,002,744 | 5,322,800 | 6.4% | 6,053,600 | 13.7% | 6,269,071 | 3.6% |
| Licenses & Permits | 683,167 | 657,200 | -3.8% | 677,200 | 3.0% | 697,800 | 3.0% |
| Fines & Forfeitures | 86,355 | 89,100 | 3.2% | 91,900 | 3.1% | 94,800 | 3.2% |
| Use of Money | 5,024,822 | 4,437,900 | -11.7% | 4,574,300 | 3.1% | 4,715,000 | 3.1% |
| Golf Resort Operations | 22,433,045 | 16,760,000 | -25.3% | 18,243,000 | 8.8% | 18,790,000 | 3.0% |
| Housing | 2,609,379 | 2,735,000 | 4.8% | 2,817,100 | 3.0% | 2,901,700 | 3.0% |
| Intergovernmental & Grants | 5,249,377 | 4,431,050 | -15.6% | 19,329,400 | 336.2% | 6,327,700 | -67.3% |
| Current Service Charges | 1,404,970 | 1,436,200 | 2.2% | 1,479,500 | 3.0% | 1,524,000 | 3.0% |
| Other Revenues | 2,614,912 | 2,699,300 | 3.2% | 2,770,800 | 2.6% | 2,839,700 | 2.5% |
| Proceeds from Sale of Land | - | 4,300,000 | | - | -100.0% | - | 0.0% |
| **Total Operating Revenues** | **83,751,587** | **84,138,050** | **0.5%** | **98,590,200** | **17.2%** | **87,991,071** | **-10.8%** |
| **Operating Expenditures** | | | | | | | |
| City Council | 184,276 | 322,266 | 74.9% | 319,000 | -1.0% | 329,100 | 3.2% |
| City Manager | 673,587 | 1,097,705 | 63.0% | 1,110,600 | 1.2% | 1,146,300 | 3.2% |
| Economic Development | 168,098 | 261,066 | 55.3% | 271,200 | 3.9% | 280,600 | 3.5% |
| Legal Services | 412,543 | 456,286 | 10.6% | 511,200 | 12.0% | 536,700 | 5.0% |
| City Clerk | 310,085 | 457,218 | 47.4% | 849,200 | 85.7% | 565,800 | -33.4% |
| Human Resources | 189,412 | 229,982 | 21.4% | 299,800 | 30.4% | 264,000 | -11.9% |
| Community Services | 614,302 | 971,525 | 58.2% | 958,500 | -1.3% | 927,700 | -3.2% |
| Resident Amenities | 3,457,712 | 352,900 | -89.8% | 509,700 | 44.4% | 526,100 | 3.2% |
| Community Assistance | 621,081 | 468,875 | -24.5% | 391,300 | -16.5% | 366,600 | -6.3% |
| Tourism | 1,366,962 | 1,116,245 | -18.3% | 1,154,500 | 3.4% | 1,189,000 | 3.0% |
| Technology Services | 435,827 | 386,000 | -11.4% | 464,400 | 20.3% | 479,500 | 3.3% |
| Building & Safety | 896,572 | 961,510 | 7.2% | 1,012,600 | 5.3% | 1,044,600 | 3.2% |
| Planning | 644,240 | 850,425 | 32.0% | 906,200 | 6.6% | 935,500 | 3.2% |
| Code Enforcement | 593,452 | 631,661 | 6.4% | 620,500 | -1.8% | 640,400 | 3.2% |
| Financial Services | 1,274,556 | 1,545,903 | 21.3% | 1,589,000 | 2.8% | 1,639,400 | 3.2% |
| Central Services | - | - | | - | 0.0% | - | 0.0% |
| Internal Contributions & Reserves | 1,805,024 | 1,814,000 | 0.5% | 2,034,200 | 12.1% | 2,087,800 | 2.6% |
| Retirement Benefit | 1,071,800 | 2,029,972 | 89.4% | 2,095,000 | 3.2% | 2,157,901 | 3.0% |
| Risk Management | 645,968 | 773,631 | 19.8% | 812,400 | 5.0% | 848,600 | 4.5% |
| Police Services | 5,687,151 | 6,344,509 | 11.6% | 6,874,600 | 8.4% | 7,415,900 | 7.9% |
| Fire Services | 5,370,601 | 6,012,084 | 11.9% | 6,512,400 | 8.3% | 6,918,100 | 6.2% |
| Engineering | 685,066 | 864,661 | 26.2% | 888,900 | 2.8% | 917,100 | 3.2% |
| Maintenance Services | 1,624,036 | 1,822,049 | 12.2% | 1,985,700 | 9.0% | 2,049,400 | 3.2% |
| Recycling & Solid Waste | 1,759,955 | 1,808,260 | 2.7% | 1,877,300 | 3.8% | 1,963,398 | 4.6% |
| Landscape & Lighting Districts | 2,710,596 | 3,652,537 | 34.8% | 4,026,500 | 10.2% | 4,183,502 | 3.9% |
| FAMD | 1,522,376 | 1,527,900 | 0.4% | 1,618,000 | 5.9% | 1,664,700 | 2.9% |
| Golf Resort | 18,467,665 | 17,559,742 | -4.9% | 18,900,500 | 7.6% | 19,509,500 | 3.2% |
| Housing Authority | 5,378,580 | 4,139,183 | -23.0% | 4,110,300 | -0.7% | 4,208,000 | 2.4% |
| Successor Agency | 2,481,011 | 2,381,200 | -4.0% | 2,270,242 | -4.7% | 2,033,400 | -10.4% |
| IW Finance Authority | 493,445 | 477,100 | -3.3% | 477,500 | 0.1% | 452,000 | -5.3% |
| **Total Operating Expenditures** | **61,545,978** | **61,316,396** | **-0.4%** | **65,451,242** | **6.7%** | **67,280,601** | **2.8%** |
| **Net Surplus/(Deficit)** | **22,205,609** | **22,821,653** | **2.8%** | **33,138,958** | **45.2%** | **20,710,470** | **-37.5%** |
| **Capital Expenditures** | | | | | | | |
| City Wide | 6,093,037 | 14,973,663 | 145.8% | 8,817,000 | -41.1% | 10,548,300 | 19.6% |
| Indian Wells Golf Resort | 299,851 | 14,150,647 | 4619.2% | 900,000 | -93.6% | - | -100.0% |
| Art in Public Places | - | - | 0.0% | 500,000 | 100.0% | 200,000 | -60.0% |
| Park-In-Lieu | 86,177 | - | -100.0% | - | 0.0% | - | 0.0% |
| Fire Services | 4,850 | 545,150 | 11140.2% | 3,050,000 | 459.5% | - | -100.0% |
| FAMD | 770,248 | | -100.0% | | 0.0% | | 0.0% |
| **Total Capital Expenditures** | **7,254,162** | **29,669,460** | **309.0%** | **13,267,000** | **-55.3%** | **10,748,300** | **-19.0%** |
| **Total Operating and Capital Expenditure** | **68,800,140** | **90,985,856** | **32.2%** | **78,718,242** | **-13.5%** | **78,028,901** | **-0.9%** |
| **Transfers In/Out** | | | | | | | |
| Operating Transfers In | 19,828,960 | 20,270,000 | 2.2% | 19,620,000 | -3.2% | 19,917,000 | 1.5% |
| Transfers Out | (19,828,960) | (20,270,000) | 2.2% | (19,620,000) | -3.2% | (19,917,000) | 1.5% |
| **Total Transfers In/(Out)** | **0** | **0** | | **0** | | **0** | |
| **Adjusted Net Surplus/(Deficit)** | **14,951,447** | **(6,847,807)** | | **19,871,958** | | **9,962,170** | |
| **Ending Fund Balance** | **120,970,582** | **114,122,775** | **-5.7%** | **133,994,733** | **17.4%** | **143,956,903** | **7.4%** |

# Budget Summary
# All Funds – Revenue Comparison

| Fund | Description | 2023/24 Year End Actuals | 2024/25 Year End Estimate | 2025/26 Projected Revenue | 2026/27 Projected Revenue |
|---|---|---|---|---|---|
| **General Fund** | | | | | |
| 101 | General Fund | 28,318,161 | 28,933,500 | 29,400,700 | 30,273,300 |
| | **General Fund Total** | **28,318,161** | **28,933,500** | **29,400,700** | **30,273,300** |
| **Special Revenue Funds** | | | | | |
| 202 | Traffic Safety | 22,340 | 23,100 | 23,900 | 24,700 |
| 203 | Public Safety 1/2 Cent Sales Tax | 37,289 | 38,500 | 42,500 | 43,900 |
| 204 | Measure "A" | 328,594 | 338,500 | 360,800 | 371,800 |
| 209 | F.A.M.D. #1 | 1,741,844 | 1,778,000 | 2,329,900 | 2,400,171 |
| 210 | SCAQMD (VEHICLE REG.) | 7,073 | 7,400 | 7,800 | 8,200 |
| 211 | AB 3229 COPS Funding | 186,613 | 192,300 | 210,000 | 216,400 |
| 214 | Gas Tax 2103 Maintenance | 43,396 | 44,900 | 46,400 | 47,900 |
| 215 | Gas Tax 2105 Maintenance | 28,969 | 30,000 | 31,000 | 32,100 |
| 216 | Gas Tax 2106 Contruct/Maint | 23,135 | 24,000 | 24,900 | 25,800 |
| 217 | Gas Tax 2107 Maintenance | 39,199 | 40,500 | 41,900 | 43,300 |
| 218 | Gas Tax 2107.5 Eng/Admin | 1,003 | 1,200 | 1,400 | 1,600 |
| 219 | Gas Tax RMRA | 120,753 | 124,500 | 128,400 | 132,400 |
| 228 | Emergency Services Upgrade | 5,782,646 | 7,080,700 | 10,293,400 | 7,512,500 |
| 247 | AB 939 Recycling Fund | 138,366 | 199,500 | 207,500 | 213,800 |
| 248 | Solid Waste | 1,513,179 | 1,592,700 | 1,640,600 | 1,722,800 |
| 251 | Street Lighting District 2001 | 3,001 | 3,200 | 3,400 | 3,600 |
| 271 | Eldorado Drive LLMD | 65,818 | 79,000 | 93,400 | 96,300 |
| 272 | Montecito/Stardust LLMD | 27,871 | 30,700 | 32,600 | 33,700 |
| 273 | Casa Dorado LLMD | 28,722 | 31,800 | 33,100 | 34,000 |
| 274 | The Cove LLMD | 23,811 | 27,400 | 28,400 | 29,300 |
| 275 | SH111/IWGR (Entrance) LLMD | 326,637 | 371,400 | 383,800 | 395,500 |
| 276 | Club/IW Lane LLMD | 41,214 | 51,400 | 59,800 | 61,700 |
| 277 | Colony LLMD | 80,570 | 83,800 | 89,600 | 92,400 |
| 278 | Colony Cove Estates LLMD | 15,602 | 16,800 | 18,300 | 18,900 |
| 279 | Desert Horizons LLMD | 541,786 | 571,700 | 617,100 | 635,700 |
| 280 | Mountain Gate LLMD | 48,267 | 51,500 | 55,200 | 56,900 |
| 281 | Mountain Gate Estates LLMD | 17,709 | 18,200 | 19,600 | 20,300 |
| 282 | Villagio LLMD | 122,382 | 126,900 | 134,500 | 138,600 |
| 283 | Vaidya LLMD | 8,014 | 8,500 | 9,500 | 9,900 |
| 284 | Club, South of 111 LLMD | 13,101 | 14,600 | 15,100 | 15,600 |
| 285 | Montelena LLMD | 85,699 | 90,000 | 95,600 | 99,200 |
| 286 | Sundance LLMD | 53,586 | 55,800 | 59,200 | 61,100 |
| 287 | Province LLMD | 211,591 | 218,000 | 233,700 | 240,800 |
| 288 | Province DBAD | 34,680 | 37,800 | 39,500 | 40,800 |
| | **Special Revenue Funds Total** | **11,764,460** | **13,404,300** | **17,411,800** | **14,881,671** |
| **Capital Project Funds** | | | | | |
| 311 | Transportation Facilities | 65,437 | 67,500 | 69,600 | 71,800 |
| 312 | Storm Drain Facilities | - | - | - | - |
| 313 | Recreation Facilities | 107,966 | 112,300 | 115,800 | 119,400 |
| 314 | Park-in-Lieu Fees | 43,669 | 219,552 | 46,600 | 48,100 |
| 315 | Citywide Public Improvement Fee | 24,364 | 26,100 | 27,000 | 27,900 |
| 316 | Capital Improvement | 4,729,114 | 3,713,286 | 7,890,300 | 5,870,700 |
| 319 | Art In Public Places | 307,446 | 316,800 | 326,400 | 336,300 |
| 321 | Highway 111 Circulation Imp Fee | 1,418 | 6,500 | 6,800 | 7,100 |
| | **Capital Projects Funds Total** | **5,279,413** | **4,462,038** | **8,482,500** | **6,481,300** |
| **Capital Reserve Funds** | | | | | |
| 326 | Buildings Capital Reserve | 245,342 | 252,800 | 260,500 | 268,400 |
| 327 | Bridges Capital Reserve | 237,685 | 244,900 | 252,400 | 260,000 |
| 328 | Medians & Parkways Capital Reserve | 223,747 | 230,500 | 237,500 | 244,700 |
| 329 | Storm Drains Capital Reserve | 196,821 | 202,800 | 209,000 | 215,300 |
| 330 | Traffic Signal Capital Reserve | 191,418 | 197,200 | 203,200 | 209,400 |
| 331 | Technology Capital Reserve | 189,945 | 195,700 | 201,700 | 207,800 |
| 332 | City Streets Capital Reserve | 824,916 | 849,700 | 875,300 | 901,600 |
| 333 | City Vehicles Capital Reserve | 174,552 | 179,900 | 185,400 | 191,000 |
| 350 | Disaster Recovery Reserve | 167,457 | 172,500 | 177,800 | 183,200 |
| | **Capital Reserve Funds Total** | **2,451,883** | **2,526,000** | **2,602,800** | **2,681,400** |
| **Housing Funds** | | | | | |
| 253 | Indian Wells Villas | 1,034,014 | 1,131,400 | 1,165,400 | 1,200,500 |
| 254 | Mountain View Villas | 1,633,514 | 1,663,600 | 1,713,600 | 1,765,100 |
| 256 | Housing Authority | 547,553 | 1,873,312 | 8,461,000 | 474,900 |
| | **Housing Funds Total** | **3,215,081** | **4,668,312** | **11,340,000** | **3,440,500** |
| **SA Debt Service** | | | | | |
| 453 | Debt Service Whitewater RDA | 101,535 | 104,600 | 107,800 | 111,100 |
| 456 | Redevelopment Obligation Retirement Fu | 9,154,376 | 9,200,000 | 9,900,000 | 10,197,000 |
| | **SA Debt Service Funds Total** | **9,255,911** | **9,304,600** | **10,007,800** | **10,308,100** |
| **IWFA Debt Service** | | | | | |
| 460 | Indian Wells Financing Authority | 356,346 | 367,100 | 378,200 | 389,600 |
| | **IWFA Debt Service Fund** | **356,346** | **367,100** | **378,200** | **389,600** |
| **Enterprise Funds** | | | | | |
| 560 | Indian Wells Golf Resort | 22,424,871 | 19,796,300 | 18,270,200 | 18,818,100 |
| | **Enterprise Funds** | **22,424,871** | **19,796,300** | **18,270,200** | **18,818,100** |
| **Internal Service Funds** | | | | | |
| 601 | Retirement Benefit Fund | 656,214 | 675,900 | 696,200 | 717,100 |
| 602 | Compensated Absences Reserve | 29,246 | - | - | - |
| | **Internal Service Funds Total** | **685,460** | **675,900** | **696,200** | **717,100** |
| **Total All Funds** | | **83,751,587** | **84,138,050** | **98,590,200** | **87,991,071** |

# Budget Summary
# All Funds – Expenditure Comparison

| Fund | Description | 2023/24 Year End Actuals | 2024/25 Year End Estimate | 2025/26 Projected Appropriation | 2026/27 Projected Appropriation |
|---|---|---|---|---|---|
| **General Fund** | | | | | |
| 101 | General Fund | 31,088,400 | 31,584,199 | 33,336,400 | 34,018,400 |
| | **General Fund Total** | **31,088,400** | **31,584,199** | **33,336,400** | **34,018,400** |
| | | | | | |
| **Special Revenue Funds** | | | | | |
| 202 | Traffic Safety | 17,500 | 23,100 | 23,900 | 24,700 |
| 203 | Public Safety 1/2 Cent Sales Tax | 35,750 | 37,500 | 42,500 | 43,800 |
| 204 | Measure "A" | 336,736 | 350,206 | 360,800 | 371,700 |
| 209 | F.A.M.D. #1 | 2,292,624 | 1,527,900 | 1,618,000 | 1,664,700 |
| 210 | SCAQMD (VEHICLE REG.) | 2,334 | 7,500 | 7,800 | 8,200 |
| 211 | AB 3229 COPS Funding | 198,063 | 186,550 | 210,000 | 216,300 |
| 214 | Gas Tax 2103 Maintenance | 43,192 | 44,900 | 46,400 | 47,800 |
| 215 | Gas Tax 2105 Maintenance | 28,799 | 30,000 | 31,000 | 32,000 |
| 216 | Gas Tax 2106 Contruct/Maint | 23,048 | 24,000 | 24,900 | 25,700 |
| 217 | Gas Tax 2107 Maintenance | 38,944 | 40,500 | 41,900 | 43,200 |
| 218 | Gas Tax 2107.5 Eng/Admin | 1,003 | 1,200 | 1,400 | 1,600 |
| 219 | Gas Tax RMRA | 223,403 | 124,400 | 128,200 | 132,100 |
| 228 | Emergency Upgrade Services | 5,379,355 | 6,561,634 | 9,567,000 | 6,922,900 |
| 247 | AB 939 Recycling Fund | 199,355 | 227,250 | 228,800 | 233,299 |
| 248 | Solid Waste | 1,560,601 | 1,581,010 | 1,648,500 | 1,730,099 |
| 251 | Street Lighting District 2001 | 186 | 2,400 | 2,400 | 2,600 |
| 271 | Eldorado Drive LLMD | 27,227 | 85,600 | 88,100 | 90,900 |
| 272 | Montecito/Stardust LLMD | 17,656 | 30,500 | 31,200 | 32,300 |
| 273 | Casa Dorado LLMD | 27,981 | 32,100 | 33,000 | 34,000 |
| 274 | The Cove LLMD | 24,099 | 27,700 | 28,400 | 29,300 |
| 275 | SH111/IWGR (Entrance) LLMD | 209,030 | 360,600 | 371,600 | 391,400 |
| 276 | Club/IW Lane LLMD | 20,126 | 55,700 | 57,300 | 59,100 |
| 277 | Colony LLMD | 53,487 | 94,900 | 97,600 | 100,700 |
| 278 | Colony Cove Estates LLMD | 11,120 | 26,300 | 26,800 | 27,800 |
| 279 | Desert Horizons LLMD | 524,605 | 598,800 | 617,100 | 635,700 |
| 280 | Mountain Gate LLMD | 36,540 | 53,700 | 55,200 | 57,100 |
| 281 | Mountain Gate Estates LLMD | 13,403 | 19,300 | 19,600 | 20,301 |
| 282 | Villagio LLMD | 93,428 | 138,300 | 142,300 | 146,700 |
| 283 | Vaidya LLMD | 3,157 | 12,300 | 12,500 | 13,100 |
| 284 | Club, South of 111 LLMD | 7,189 | 15,600 | 15,900 | 16,600 |
| 285 | Montelena LLMD | 67,738 | 101,900 | 104,800 | 108,101 |
| 286 | Sundance LLMD | 50,951 | 57,600 | 59,200 | 61,100 |
| 287 | Province LLMD | 192,615 | 227,300 | 234,100 | 241,200 |
| 288 | Province DBAD | 9,195 | 71,900 | 73,100 | 75,300 |
| | **Special Revenue Funds Total** | **11,770,437** | **12,780,150** | **16,051,300** | **13,641,400** |
| | | | | | |
| **Capital Project Funds** | | | | | |
| 311 | Transportation Facilities | 151,926 | 67,500 | 69,600 | 71,800 |
| 312 | Storm Drain Facilities | - | - | - | - |
| 313 | Recreation Facilities | 439,002 | 112,300 | 115,800 | 119,400 |
| 314 | Park-in-Lieu Fees | 86,177 | 219,552 | 46,600 | 48,100 |
| 315 | Citywide Public Improvement Fee | 151,925 | 26,100 | 27,000 | 27,900 |
| 316 | Capital Improvement | 6,093,037 | 14,973,663 | 8,817,000 | 10,548,300 |
| 319 | Art In Public Places | - | - | 500,000 | 200,000 |
| | **Capital Projects Funds Total** | **6,922,067** | **15,399,115** | **9,576,000** | **11,015,500** |
| | | | | | |
| **Capital Reserve Funds** | | | | | |
| 326 | Buildings Capital Reserve | - | - | - | - |
| 327 | Bridges Capital Reserve | - | - | - | - |
| 328 | Medians & Parkways Capital Reserve | - | - | - | - |
| 329 | Storm Drains Capital Reserve | - | - | - | - |
| 330 | Traffic Signal Capital Reserve | - | - | - | - |
| 331 | Technology Capital Reserve | - | - | - | - |
| 332 | City Streets Capital Reserve | - | - | - | - |
| 333 | City Vehicles Capital Reserve | - | - | - | - |
| 350 | Disaster Recovery Reserve | - | - | - | - |
| | **Capital Reserve Funds Total** | **-** | **-** | **-** | **-** |
| | | | | | |
| **Housing Funds** | | | | | |
| 253 | Indian Wells Villas | 1,474,689 | 1,117,650 | 1,165,400 | 1,200,500 |
| 254 | Mountain View Villas | 1,670,223 | 1,652,350 | 1,713,600 | 1,765,100 |
| 256 | Housing Authority | 3,039,937 | 1,369,183 | 1,231,300 | 1,242,400 |
| | **Housing Funds Total** | **6,184,848** | **4,139,183** | **4,110,300** | **4,208,000** |
| | | | | | |
| **SA Debt Service** | | | | | |
| 453 | Debt Service Whitewater RDA | 2,241,011 | 2,131,200 | 2,020,242 | 1,783,400 |
| 456 | Redevelopment Obligation Retirement F | 8,641,602 | 9,450,000 | 10,150,000 | 10,447,000 |
| | **SA Debt Service Funds Total** | **10,882,613** | **11,581,200** | **12,170,242** | **12,230,400** |
| | | | | | |
| **IWFA Debt Service** | | | | | |
| 460 | Indian Wells Financing Authority | 5,336,482 | 477,100 | 477,500 | 452,000 |
| | **IWFA Debt Service Fund** | **5,336,482** | **477,100** | **477,500** | **452,000** |
| | | | | | |
| **Enterprise Funds** | | | | | |
| 560 | Indian Wells Golf Resort | 18,767,516 | 31,710,390 | 19,800,500 | 19,509,500 |
| | **Enterprise Funds** | **18,767,516** | **31,710,390** | **19,800,500** | **19,509,500** |
| | | | | | |
| **Internal Service Funds** | | | | | |
| 601 | Retirement Benefit Fund | 1,071,800 | 2,029,972 | 2,095,000 | 2,157,901 |
| | **Internal Service Funds Total** | **1,071,800** | **2,029,972** | **2,095,000** | **2,157,901** |
| | | | | | |
| **Total All Funds** | | **92,024,164** | **109,701,308** | **97,617,242** | **97,233,101** |

# Fund Balance Policy

This policy outlines the objectives and the desired level of fund balance that the City aims to maintain to manage financial risks associated with unexpected changes in revenue, unforeseen expenses, and similar occurrences. The fund balance serves as an indicator of available financial resources and is generally defined as the difference between total assets and liabilities in each fund.




According to the Governmental Accounting Standards Board (GASB) Statement 54, fund balances are categorized based on the strength of the constraints that dictate how particular amounts can be utilized. The categories, listed from most restrictive to least, are as follows:

1. Nonspendable Fund Balance: These amounts cannot be used for expenditures as they are either not in a spendable form (such as inventory) or are legally or contractually required to remain intact (like permanent fund principal).
2. Restricted Fund Balance: Funds in this category can only be utilized for specified purposes mandated by external parties through constitutional provisions or enabling legislation, such as grants or donations.
3. Committed Fund Balance: This includes amounts designated for specific purposes determined by formal actions of the Council. Changes to these commitments can only occur by referencing the original formal action that imposed the constraints. The Council serves as the City's highest decision-making authority, so any commitment alterations require a resolution approved by the Council.
4. Assigned Fund Balance: These are amounts that the government intends to utilize for specific purposes. The intention can be expressed by either the Council or a designee to whom authority has been delegated. In governmental funds other than the general fund, the assigned fund balance represents the portion that is neither restricted nor committed, indicating that resources are, at a minimum, intended for that particular fund.
5. Unassigned Fund Balance: This encompasses all amounts not classified under the other categories and serves as the residual classification within the general fund only. Unassigned funds are available for any legal purpose. risk from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstances. Fund balance is a measurement of available financial resources and is generally the difference between total assets and liabilities in each fund.

## Minimum Assigned and Unassigned Fund Balances

At the beginning of each fiscal year, the combined balance of the Assigned and Unassigned reserves will be maintained at a minimum of 70% of the annual General Fund expenditure budget. The City acknowledges the inherent fluctuations in cash reserves throughout the fiscal year, which are influenced by factors such as seasonal tourism and other cyclical elements. Therefore, the requirement to maintain a minimum combined total of 70% of the budgeted annual General Fund expenditure consisting of a 50% assigned reserve and a 20% operating cash balance evaluated only on July 1 of each fiscal year. This approach considers variations in cash flow and ensures that the City's financial health is assessed at a stable point in the fiscal cycle.

## Order of Expenditure of Funds

When various categories of fund balance are available for expenditure, such as a project being funded partly by a grant, designated funds from the City, and unassigned fund balance, the City will prioritize the use of the most restricted category of funds. Expenditures will be made from these funds first before transitioning to the next available category.

## Budget Fund Structure

The major funds used for budgetary purposes differ from those reported by the City in its audited financial statements. The City identifies five major funds in these statements. A fund is classified as major if its revenues, expenditures, assets, or liabilities account for at least ten percent of the total 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 represent more than ten percent of the revenues of the appropriated budget.

The General Fund serves as the City's primary operating fund. It includes all general tax revenues and other receipts that are not allocated by law or contractual agreement to another fund. Expenditures from this fund cover general operating expenses and capital improvement costs that are not paid through other funds.

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

Capital Improvement Funds are designated for financial resources set aside for the City’s development, construction, and improvement projects.

Internal Service Funds track financing for services provided by one department to other government departments on a cost-reimbursement basis.

Enterprise Funds report on business-type activities for which fees are charged to external users in exchange for goods or services.

## BUDGET FUND STRUCTURE

**CITY OF INDIAN WELLS**
**BUDGETING FUNDS**

| GENERAL FUND (MAJOR) | SPECIAL REVENUE FUNDS | CAPITAL IMPROVEMENT FUNDS |
|---|---|---|
| | Housing Authority (Major) | Capital Improvements (Major) |
| **INTERNAL SERVICE FUNDS** | Emergency Services Upgrade (Major) | City Streets Capital Reserve (Major) |
| | Traffic Safety | Hwy 111 Circulation Improvement |
| Employee Benefits | Public Safety | Park Facilities in Lieu |
| Compensated Absences | Measure "A" Transportation | Citywide Public Improvement |
| | FAMD | Art in Public Places |
| **ENTERPRISE FUNDS** | SCAQMD | Bridges Capital Reserve |
| | COPS AB3229 | Building Capital Reserve |
| Indian Wells Golf Resort | Gas Tax (5) | Medians & Parkways Capital Reserve |
| | AB939 Recycling | Storm Drains Capital Reserve |
| **DEBT SERVICE FUND** | Solid Waste | Traffic Signals Capital Reserve |
| | Street Lighting District | Technology Capital Reserve |
| Indian Wells Financing Authority (Major) | Landscape & Lighting Districts (18) | City Vehicles Capital Reserve |
| | Affordable Housing Operations | Disaster Recovery Reserve |

Descriptions:

The General Fund comprises 24.7% of total revenues and 34.0% of total expenses as outlined in the adopted budget. It encompasses all financial resources of the general government, except for those designated for accounting within other funds. Revenue for the General Fund is primarily generated from Transient Occupancy Tax, Property Tax, and Admissions Tax. Significant expenditures within the General Fund include costs associated with Police Services and the maintenance of Public Safety.

Conversely, the Indian Wells Golf Resort Fund accounts for 15.3% of total revenues and 20% of total expenditures included in the budget. This fund is dedicated exclusively to managing the financial resources of the golf resort, which is owned by the City and operated by a contracted third-party management entity. Revenue is derived from the operations of both golf courses and clubhouse facilities.

# Budget Summary
# Fund Balance – Summary
# FY 2024/2025

| Fund | Description | Beginning Fund Balance | Revenue | Transfer In | Appropriation Sal/Ben | Appropriation Serv/Supl | Transfer Out | Ending Fund Balance |
|---|---|---|---|---|---|---|---|---|
| **General Fund** | | | | | | | | |
| 101 | General Fund | 41,288,053 | 28,933,500 | - | 7,337,500 | 15,156,699 | 9,090,000 | 38,637,354 |
| | **General Fund Total** | **41,288,053** | **28,933,500** | **-** | **7,337,500** | **15,156,699** | **9,090,000** | **38,637,354** |
| **Special Revenue Funds** | | | | | | | | |
| 202 | Traffic Safety | 14,978 | 23,100 | - | - | 23,100 | - | 14,978 |
| 203 | Public Safety 1/2 Cent Sales Tax | 9,864 | 38,500 | - | - | 37,500 | - | 10,864 |
| 204 | Measure "A" | 58,900 | 338,500 | - | - | 350,206 | - | 47,194 |
| 209 | F.A.M.D. #1 | 1,125,398 | 1,778,000 | - | - | 1,527,900 | - | 1,375,498 |
| 210 | SCAQMD (VEHICLE REG.) | 18,321 | 7,400 | - | - | 7,500 | - | 18,221 |
| 211 | AB 3229 COPS Funding | - | 192,300 | - | - | 186,550 | - | 5,750 |
| 214 | Gas Tax 2103 Maintenance | 3,642 | 44,900 | - | - | 44,900 | - | 3,642 |
| 215 | Gas Tax 2105 Maintenance | 2,546 | 30,000 | - | - | 30,000 | - | 2,546 |
| 216 | Gas Tax 2106 Contruct/Maint | 1,971 | 24,000 | - | - | 24,000 | - | 1,971 |
| 217 | Gas Tax 2107 Maintenance | 3,518 | 40,500 | - | - | 40,500 | - | 3,518 |
| 218 | Gas Tax 2107.5 Eng/Admin | - | 1,200 | - | - | 1,200 | - | - |
| 219 | Gas Tax RMRA | 11,455 | 124,500 | - | - | 124,400 | - | 11,555 |
| 228 | Emergency Services Upgrade | 4,729,212 | 7,080,700 | - | 475,000 | 6,086,634 | - | 5,248,278 |
| 247 | AB 939 Recycling Fund | 256,386 | 199,500 | - | 51,600 | 175,650 | - | 228,636 |
| 248 | Solid Waste | 93,246 | 1,592,700 | - | - | 1,581,010 | - | 104,936 |
| 251 | Street Lighting District 2001 | 19,609 | 3,200 | - | - | 2,400 | - | 20,409 |
| 271 | Eldorado Drive LLMD | 107,042 | 79,000 | - | - | 85,600 | - | 100,442 |
| 272 | Montecito/Stardust LLMD | 19,914 | 30,700 | - | - | 30,500 | - | 20,114 |
| 273 | Casa Dorado LLMD | 1,703 | 31,800 | - | - | 32,100 | - | 1,403 |
| 274 | The Cove LLMD | 768 | 27,400 | - | - | 27,700 | - | 468 |
| 275 | SH111/IWGR (Entrance) LLMD | 245,696 | 371,400 | - | - | 360,600 | - | 256,496 |
| 276 | Club/IW Lane LLMD | 45,193 | 51,400 | - | - | 55,700 | - | 40,893 |
| 277 | Colony LLMD | 119,531 | 83,800 | - | - | 94,900 | - | 108,431 |
| 278 | Colony Cove Estates LLMD | 56,204 | 16,800 | - | - | 26,300 | - | 46,704 |
| 279 | Desert Horizons LLMD | 30,761 | 571,700 | - | - | 598,800 | - | 3,661 |
| 280 | Mountain Gate LLMD | 116,513 | 51,500 | - | - | 53,700 | - | 114,313 |
| 281 | Mountain Gate Estates LLMD | 51,589 | 18,200 | - | - | 19,300 | - | 50,489 |
| 282 | Villagio LLMD | 280,525 | 126,900 | - | - | 138,300 | - | 269,125 |
| 283 | Vaidya LLMD | 40,688 | 8,500 | - | - | 12,300 | - | 36,888 |
| 284 | Club, South of 111 LLMD | 38,990 | 14,600 | - | - | 15,600 | - | 37,990 |
| 285 | Montelena LLMD | 119,135 | 90,000 | - | - | 101,900 | - | 107,235 |
| 286 | Sundance LLMD | 3,262 | 55,800 | - | - | 57,600 | - | 1,462 |
| 287 | Province LLMD | 102,135 | 218,000 | - | - | 227,300 | - | 92,835 |
| 288 | Province DBAD | 591,662 | 37,800 | - | - | 71,900 | - | 557,562 |
| | **Special Revenue Funds Total** | **8,320,357** | **13,404,300** | **-** | **526,600** | **12,253,550** | **-** | **8,944,507** |
| **Capital Project Funds** | | | | | | | | |
| 311 | Transportation Facilities | - | 67,500 | - | - | 67,500 | | - |
| 312 | Storm Drain Facilities | - | - | - | - | - | - | - |
| 313 | Recreation Facilities | - | 112,300 | - | - | 112,300 | | - |
| 314 | Park-in-Lieu Fees | (1,386,737) | 219,552 | - | - | 219,552 | | (1,386,737) |
| 315 | Citywide Public Improvement Fee | - | 26,100 | - | - | 26,100 | | - |
| 316 | Capital Improvement | 11,923,603 | 3,713,286 | 3,000,000 | - | 14,973,663 | - | 3,663,226 |
| 319 | Art In Public Places | 801,602 | 316,800 | - | - | - | - | 1,118,402 |
| 321 | Highway 111 Circulation Imp Fee | 38,717 | 6,500 | - | - | - | - | 45,217 |
| | **Capital Projects Funds Total** | **11,377,184** | **4,462,038** | **3,000,000** | **-** | **15,399,115** | **-** | **3,440,107** |
| **Capital Reserve Funds** | | | | | | | | |
| 326 | Buildings Capital Reserve | 2,243,776 | 252,800 | 110,000 | - | - | - | 2,606,576 |
| 327 | Bridges Capital Reserve | 2,034,730 | 244,900 | 110,000 | - | - | - | 2,389,630 |
| 328 | Medians & Parkways Capital Reserve | 1,654,237 | 230,500 | 110,000 | - | - | - | 1,994,737 |
| 329 | Storm Drains Capital Reserve | 919,393 | 202,800 | 110,000 | - | - | - | 1,232,193 |
| 330 | Traffic Signal Capital Reserve | 784,658 | 197,200 | 110,000 | - | - | - | 1,091,858 |
| 331 | Technology Capital Reserve | 731,697 | 195,700 | 110,000 | - | - | - | 1,037,397 |
| 332 | City Streets Capital Reserve | 18,062,840 | 849,700 | 110,000 | - | - | - | 19,022,540 |
| 333 | City Vehicles Capital Reserve | 298,693 | 179,900 | 110,000 | - | - | - | 588,593 |
| 350 | Disaster Recovery Reserve | 460,453 | 172,500 | 110,000 | - | - | - | 742,953 |
| | **Capital Reserve Funds Total** | **27,190,477** | **2,526,000** | **990,000** | **-** | **-** | **-** | **30,706,477** |
| **Housing Funds** | | | | | | | | |
| 253 | Indian Wells Villas | 86,449 | 1,131,400 | - | - | 1,117,650 | - | 100,199 |
| 254 | Mountain View Villas | 859,350 | 1,663,600 | - | - | 1,652,350 | - | 870,600 |
| 256 | Housing Authority | 12,034,055 | 1,873,312 | 620,000 | 149,500 | 1,219,683 | - | 13,158,184 |
| | **Housing Funds Total** | **12,979,854** | **4,668,312** | **620,000** | **149,500** | **3,989,683** | **-** | **14,128,983** |
| **SA Debt Service** | | | | | | | | |
| 453 | Debt Service Whitewater RDA | (62,762,862) | 104,600 | 9,200,000 | - | 2,131,200 | - | (55,589,462) |
| 456 | Redevelopment Obligation Retirement F | 3,340,000 | 9,200,000 | 1,000,000 | - | 250,000 | 9,200,000 | 4,090,000 |
| | **SA Debt Service Funds Total** | **(59,422,862)** | **9,304,600** | **10,200,000** | **-** | **2,381,200** | **9,200,000** | **(51,499,462)** |
| **IW Finance Authority** | | | | | | | | |
| 460 | IW Finance Authority | 6,275,929 | 367,100 | 980,000 | - | 477,100 | - | 7,145,929 |
| | **IW Finance Authority** | **6,275,929** | **367,100** | **980,000** | **-** | **477,100** | **-** | **7,145,929** |
| **Enterprise Funds** | | | | | | | | |
| 560 | Indian Wells Golf Resort | 42,059,777 | 19,796,300 | 3,480,000 | 67,852 | 31,642,538 | - | 33,625,688 |
| | **Enterprise Funds** | **42,059,777** | **19,796,300** | **3,480,000** | **67,852** | **31,642,538** | **-** | **33,625,688** |
| **Internal Service Funds** | | | | | | | | |
| 601 | Retirement Benefit Fund | 6,843,312 | 675,900 | 1,000,000 | - | 2,029,972 | - | 6,489,240 |
| 602 | Compensated Absences Reserve | 758,898 | - | - | - | - | - | 758,898 |
| | **Internal Service Funds Total** | **7,602,210** | **675,900** | **1,000,000** | **-** | **2,029,972** | **-** | **7,248,138** |
| **TOTAL ALL FUNDS** | | **97,670,979** | **84,138,050** | **20,270,000** | **8,081,452** | **83,329,856** | **18,290,000** | **92,377,720** |

# Budget Summary
# Fund Balance – Summary
# FY 2025/2026

| Fund | Description | Beginning Fund Balance | Revenue | Transfer In | Appropriation Sal/Ben | Appropriation Serv/Supl | Transfer Out | Ending Fund Balance |
|---|---|---|---|---|---|---|---|---|
| **General Fund** | | | | | | | | |
| 101 | General Fund | 38,637,354 | 29,400,700 | - | 7,403,100 | 17,193,300 | 8,740,000 | 34,701,654 |
| | **General Fund Total** | **38,637,354** | **29,400,700** | **-** | **7,403,100** | **17,193,300** | **8,740,000** | **34,701,654** |
| **Special Revenue Funds** | | | | | | | | |
| 202 | Traffic Safety | 14,978 | 23,900 | - | - | 23,900 | - | 14,978 |
| 203 | Public Safety 1/2 Cent Sales Tax | 10,864 | 42,500 | - | - | 42,500 | - | 10,864 |
| 204 | Measure "A" | 47,194 | 360,800 | - | - | 360,800 | - | 47,194 |
| 209 | F.A.M.D. #1 | 1,375,498 | 2,329,900 | - | - | 1,618,000 | - | 2,087,398 |
| 210 | SCAQMD (VEHICLE REG.) | 18,221 | 7,800 | - | - | 7,800 | - | 18,221 |
| 211 | AB 3229 COPS Funding | 5,750 | 210,000 | - | - | 210,000 | - | 5,750 |
| 214 | Gas Tax 2103 Maintenance | 3,642 | 46,400 | - | - | 46,400 | - | 3,642 |
| 215 | Gas Tax 2105 Maintenance | 2,546 | 31,000 | - | - | 31,000 | - | 2,546 |
| 216 | Gas Tax 2106 Contruct/Maint | 1,971 | 24,900 | - | - | 24,900 | - | 1,971 |
| 217 | Gas Tax 2107 Maintenance | 3,518 | 41,900 | - | - | 41,900 | - | 3,518 |
| 218 | Gas Tax 2107.5 Eng/Admin | - | 1,400 | - | - | 1,400 | - | - |
| 219 | Gas Tax RMRA | 11,555 | 128,400 | - | - | 128,200 | - | 11,755 |
| 228 | Emergency Upgrade Services | 5,248,278 | 10,293,400 | - | 489,300 | 9,077,700 | - | 5,974,678 |
| 247 | AB 939 Recycling Fund | 228,636 | 207,500 | - | 52,700 | 176,100 | - | 207,336 |
| 248 | Solid Waste | 104,936 | 1,640,600 | - | - | 1,648,500 | - | 97,036 |
| 251 | Street Lighting District 2001 | 20,409 | 3,400 | - | - | 2,400 | - | 21,409 |
| 271 | Eldorado Drive LLMD | 100,442 | 93,400 | - | - | 88,100 | - | 105,742 |
| 272 | Montecito/Stardust LLMD | 20,114 | 32,600 | - | - | 31,200 | - | 21,514 |
| 273 | Casa Dorado LLMD | 1,403 | 33,100 | - | - | 33,000 | - | 1,503 |
| 274 | The Cove LLMD | 468 | 28,400 | - | - | 28,400 | - | 468 |
| 275 | SH111/IWGR (Entrance) LLMD | 256,496 | 383,800 | - | - | 371,600 | - | 268,696 |
| 276 | Club/IW Lane LLMD | 40,893 | 59,800 | - | - | 57,300 | - | 43,393 |
| 277 | Colony LLMD | 108,431 | 89,600 | - | - | 97,600 | - | 100,431 |
| 278 | Colony Cove Estates LLMD | 46,704 | 18,300 | - | - | 26,800 | - | 38,204 |
| 279 | Desert Horizons LLMD | 3,661 | 617,100 | - | - | 617,100 | - | 3,661 |
| 280 | Mountain Gate LLMD | 114,313 | 55,200 | - | - | 55,200 | - | 114,313 |
| 281 | Mountain Gate Estates LLMD | 50,489 | 19,600 | - | - | 19,600 | - | 50,489 |
| 282 | Villagio LLMD | 269,125 | 134,500 | - | - | 142,300 | - | 261,325 |
| 283 | Vaidya LLMD | 36,888 | 9,500 | - | - | 12,500 | - | 33,888 |
| 284 | Club, South of 111 LLMD | 37,990 | 15,100 | - | - | 15,900 | - | 37,190 |
| 285 | Montelena LLMD | 107,235 | 95,600 | - | - | 104,800 | - | 98,035 |
| 286 | Sundance LLMD | 1,462 | 59,200 | - | - | 59,200 | - | 1,462 |
| 287 | Province LLMD | 92,835 | 233,700 | - | - | 234,100 | - | 92,435 |
| 288 | Province DBAD | 557,562 | 39,500 | - | - | 73,100 | - | 523,962 |
| | **Special Revenue Funds Total** | **8,944,507** | **17,411,800** | **-** | **542,000** | **15,509,300** | **-** | **10,305,007** |
| **Capital Project Funds** | | | | | | | | |
| 311 | Transportation Facilities | - | 69,600 | - | - | 69,600 | - | - |
| 312 | Storm Drain Facilities | - | - | - | - | - | - | - |
| 313 | Receration Facilities | - | 115,800 | - | - | 115,800 | - | - |
| 314 | Park-in-Lieu Fees | (1,386,737) | 46,600 | - | - | 46,600 | - | (1,386,737) |
| 315 | Citywide Public Improvement Fee | - | 27,000 | - | - | 27,000 | - | - |
| 316 | Capital Improvement | 3,663,226 | 7,890,300 | 2,000,000 | - | 8,817,000 | - | 4,736,526 |
| 319 | Art In Public Places | 1,118,402 | 326,400 | - | - | 500,000 | - | 944,802 |
| 321 | Highway 111 Circulation Imp Fee | 45,217 | 6,800 | - | - | - | - | 52,017 |
| | **Capital Projects Funds Total** | **3,440,107** | **8,482,500** | **2,000,000** | **-** | **9,576,000** | **-** | **4,346,607** |
| **Capital Reserve Funds** | | | | | | | | |
| 326 | Buildings Capital Reserve | 2,606,576 | 260,500 | 110,000 | - | - | - | 2,977,076 |
| 327 | Bridges Capital Reserve | 2,389,630 | 252,400 | 110,000 | - | - | - | 2,752,030 |
| 328 | Medians & Parkways Capital Reserve | 1,994,737 | 237,500 | 110,000 | - | - | - | 2,342,237 |
| 329 | Storm Drains Capital Reserve | 1,232,193 | 209,000 | 110,000 | - | - | - | 1,551,193 |
| 330 | Traffic Signal Capital Reserve | 1,091,858 | 203,200 | 110,000 | - | - | - | 1,405,058 |
| 331 | Technology Capital Reserve | 1,037,397 | 201,700 | 110,000 | - | - | - | 1,349,097 |
| 332 | City Streets Capital Reserve | 19,022,540 | 875,300 | 110,000 | - | - | - | 20,007,840 |
| 333 | City Vehicles Capital Reserve | 588,593 | 185,400 | 110,000 | - | - | - | 883,993 |
| 350 | Disaster Recovery Reserve | 742,953 | 177,800 | 110,000 | - | - | - | 1,030,753 |
| | **Capital Reserve Funds Total** | **30,706,477** | **2,602,800** | **990,000** | **-** | **-** | **-** | **34,299,277** |
| **Housing Funds** | | | | | | | | |
| 253 | Indian Wells Villas | 100,199 | 1,165,400 | - | - | 1,165,400 | - | 100,199 |
| 254 | Mountain View Villas | 870,600 | 1,713,600 | - | - | 1,713,600 | - | 870,600 |
| 256 | Housing Authority | 13,158,184 | 8,461,000 | 750,000 | 153,700 | 1,077,600 | - | 21,137,884 |
| | **Houisng Funds Total** | **14,128,983** | **11,340,000** | **750,000** | **153,700** | **3,956,600** | **-** | **22,108,683** |
| **SA Debt Service** | | | | | | | | |
| 453 | Debt Service Whitewater RDA | (55,589,462) | 107,800 | 9,900,000 | - | 2,020,242 | | (47,601,904) |
| 456 | Redevelopment Obligation Retirement Fund | 4,090,000 | 9,900,000 | - | - | 250,000 | 9,900,000 | 3,840,000 |
| | **SA Debt Service Funds Total** | **(51,499,462)** | **10,007,800** | **9,900,000** | **-** | **2,270,242** | **9,900,000** | **(43,761,904)** |
| **IW Finance Authority** | | | | | | | | |
| 460 | IW Finance Authority | 7,145,929 | 378,200 | 980,000 | - | 477,500 | - | 8,026,629 |
| | **IW Finance Authority** | **7,145,929** | **378,200** | **980,000** | **-** | **477,500** | **-** | **8,026,629** |
| **Enterprise Funds** | | | | | | | | |
| 560 | Indian Wells Golf Resort | 33,625,688 | 18,270,200 | 4,000,000 | 68,300 | 19,732,200 | - | 36,095,388 |
| | **Enterprise Funds Total** | **33,625,688** | **18,270,200** | **4,000,000** | **68,300** | **19,732,200** | **-** | **36,095,388** |
| **Internal Service Funds** | | | | | | | - | |
| 601 | Retirement Benefit Fund | 6,489,240 | 696,200 | 1,000,000 | - | 2,095,000 | - | 6,090,440 |
| 602 | Compensated Absences Reserve | 758,898 | - | - | - | - | - | 758,898 |
| | **Internal Service Funds Total** | **7,248,138** | **696,200** | **1,000,000** | **-** | **2,095,000** | **-** | **6,849,338** |
| **TOTAL ALL FUNDS** | | **92,377,720** | **98,590,200** | **19,620,000** | **8,167,100** | **70,810,143** | **18,639,999** | **112,970,678** |

# Budget Summary
# Fund Balance – Summary
# FY 2026/2027

| | Fund Description | Beginning Fund Balance | Revenue | Transfer In | Appropriation Sal/Ben | Appropriation Serv/Supl | Transfer Out | Ending Fund Balance |
|---|---|---|---|---|---|---|---|---|
| **General Fund** | | | | | | | | |
| 101 | General Fund | 34,706,354 | 30,273,300 | - | 7,587,300 | 17,691,100 | 8,740,000 | 30,956,554 |
| | **General Fund Total** | **34,706,354** | **30,273,300** | **-** | **7,587,300** | **17,691,100** | **8,740,000** | **30,956,554** |
| **Special Revenue Funds** | | | | | | | | |
| 202 | Traffic Safety | 14,978 | 24,700 | - | - | 24,700 | - | 14,978 |
| 203 | Public Safety 1/2 Cent Sales Tax | 10,864 | 43,900 | - | - | 43,800 | - | 10,964 |
| 204 | Measure "A" | 47,194 | 371,800 | - | - | 371,700 | - | 47,294 |
| 209 | F.A.M.D. #1 | 2,087,398 | 2,400,171 | - | - | 1,664,700 | - | 2,822,869 |
| 210 | SCAQMD (VEHICLE REG.) | 18,221 | 8,200 | - | - | 8,200 | - | 18,221 |
| 211 | AB 3229 COPS Funding | 5,750 | 216,400 | - | - | 216,300 | - | 5,850 |
| 214 | Gas Tax 2103 Maintenance | 3,642 | 47,900 | - | - | 47,800 | - | 3,742 |
| 215 | Gas Tax 2105 Maintenance | 2,546 | 32,100 | - | - | 32,000 | - | 2,646 |
| 216 | Gas Tax 2106 Contruct/Maint | 1,971 | 25,800 | - | - | 25,700 | - | 2,071 |
| 217 | Gas Tax 2107 Maintenance | 3,518 | 43,300 | - | - | 43,200 | - | 3,618 |
| 218 | Gas Tax 2107.5 Eng/Admin | - | 1,600 | - | - | 1,600 | - | - |
| 219 | Gas Tax RMRA | 11,755 | 132,400 | - | - | 132,100 | - | 12,055 |
| 228 | Emergency Upgrade Services | 5,974,678 | 7,512,500 | - | 504,400 | 6,418,500 | - | 6,564,278 |
| 247 | AB 939 Recycling Fund | 207,336 | 213,800 | - | 54,700 | 178,599 | - | 187,837 |
| 248 | Solid Waste | 97,036 | 1,722,800 | - | - | 1,730,099 | - | 89,737 |
| 251 | Street Lighting District 2001 | 21,409 | 3,600 | - | - | 2,600 | - | 22,409 |
| 271 | Eldorado Drive LLMD | 105,742 | 96,300 | - | - | 90,900 | - | 111,142 |
| 272 | Montecito/Stardust LLMD | 21,514 | 33,700 | - | - | 32,300 | - | 22,914 |
| 273 | Casa Dorado LLMD | 1,503 | 34,000 | - | - | 34,000 | - | 1,503 |
| 274 | The Cove LLMD | 468 | 29,300 | - | - | 29,300 | - | 468 |
| 275 | SH111/IWGR (Entrance) LLMD | 268,696 | 395,500 | - | - | 391,400 | - | 272,796 |
| 276 | Club/IW Lane LLMD | 43,393 | 61,700 | - | - | 59,100 | - | 45,993 |
| 277 | Colony LLMD | 100,431 | 92,400 | - | - | 100,700 | - | 92,131 |
| 278 | Colony Cove Estates LLMD | 38,204 | 18,900 | - | - | 27,800 | - | 29,304 |
| 279 | Desert Horizons LLMD | 3,661 | 635,700 | - | - | 635,700 | - | 3,661 |
| 280 | Mountain Gate LLMD | 114,313 | 56,900 | - | - | 57,100 | - | 114,113 |
| 281 | Mountain Gate Estates LLMD | 50,489 | 20,300 | - | - | 20,301 | - | 50,488 |
| 282 | Villagio LLMD | 261,325 | 138,600 | - | - | 146,700 | - | 253,225 |
| 283 | Vaidya LLMD | 33,888 | 9,900 | - | - | 13,100 | - | 30,688 |
| 284 | Club, South of 111 LLMD | 37,190 | 15,600 | - | - | 16,600 | - | 36,190 |
| 285 | Montelena LLMD | 98,035 | 99,200 | - | - | 108,101 | - | 89,134 |
| 286 | Sundance LLMD | 1,462 | 61,100 | - | - | 61,100 | - | 1,462 |
| 287 | Province LLMD | 92,435 | 240,800 | - | - | 241,200 | - | 92,035 |
| 288 | Province DBAD | 523,962 | 40,800 | - | - | 75,300 | - | 489,462 |
| | **Special Revenue Funds Total** | **10,305,007** | **14,881,671** | **-** | **559,100** | **13,082,300** | **-** | **11,545,278** |
| **Capital Project Funds** | | | | | | | | |
| 311 | Transportation Facilities | - | 71,800 | - | - | 71,800 | - | - |
| 312 | Storm Drain Facilities | - | - | - | - | - | - | - |
| 313 | Recreation Facilities | - | 119,400 | - | - | 119,400 | - | - |
| 314 | Park-in-Lieu Fees | (1,386,737) | 48,100 | - | - | 48,100 | - | (1,386,737) |
| 315 | Citywide Public Improvement Fee | - | 27,900 | - | - | 27,900 | - | - |
| 316 | Capital Improvement | 4,736,526 | 5,870,700 | 2,000,000 | - | 10,548,300 | - | 2,058,926 |
| 319 | Art In Public Places | 944,802 | 336,300 | - | - | 200,000 | - | 1,081,102 |
| 321 | Highway 111 Circulation Imp Fee | 52,017 | 7,100 | - | - | | - | 59,117 |
| | **Capital Projects Funds Total** | **4,346,607** | **6,481,300** | **2,000,000** | **-** | **11,015,500** | **-** | **1,812,407** |
| **Capital Reserve Funds** | | | | | | | | |
| 326 | Buildings Capital Reserve | 2,977,076 | 268,400 | 110,000 | - | - | - | 3,355,476 |
| 327 | Bridges Capital Reserve | 2,752,030 | 260,000 | 110,000 | - | - | - | 3,122,030 |
| 328 | Medians & Parkways Capital Reserve | 2,342,237 | 244,700 | 110,000 | - | - | - | 2,696,937 |
| 329 | Storm Drains Capital Reserve | 1,551,193 | 215,300 | 110,000 | - | - | - | 1,876,493 |
| 330 | Traffic Signal Capital Reserve | 1,405,058 | 209,400 | 110,000 | - | - | - | 1,724,458 |
| 331 | Technology Capital Reserve | 1,349,097 | 207,800 | 110,000 | - | - | - | 1,666,897 |
| 332 | City Streets Capital Reserve | 20,007,840 | 901,600 | 110,000 | - | - | - | 21,019,440 |
| 333 | City Vehicles Capital Reserve | 883,993 | 191,000 | 110,000 | - | - | - | 1,184,993 |
| 350 | Disaster Recovery Reserve | 1,030,753 | 183,200 | 110,000 | - | - | - | 1,323,953 |
| | **Capital Reserve Funds Total** | **34,299,277** | **2,681,400** | **990,000** | **-** | **-** | **-** | **37,970,677** |
| **Housing Funds** | | | | | | | | |
| 253 | Indian Wells Villas | 100,199 | 1,200,500 | - | - | 1,200,500 | - | 100,199 |
| 254 | Mountain View Villas | 870,600 | 1,765,100 | - | - | 1,765,100 | - | 870,600 |
| 256 | Housing Authority | 21,137,884 | 474,900 | 750,000 | 146,500 | 1,095,900 | - | 21,120,384 |
| | **Housing Funds Total** | **22,108,683** | **3,440,500** | **750,000** | **146,500** | **4,061,500** | **-** | **22,091,183** |
| **SA Debt Service** | | | | | | | | |
| 453 | Debt Service Whitewater RDA | **(47,601,904)** | 111,100 | 10,197,000 | - | 1,783,400 | - | (39,077,204) |
| 456 | Redevelopment Obligation Retirement F | **4,840,000** | 10,197,000 | - | - | 250,000 | 10,197,000 | 3,590,000 |
| | **SA Debt Service Funds Total** | **(42,761,904)** | **10,308,100** | **10,197,000** | **-** | **2,033,400** | **10,197,000** | **(35,487,204)** |
| **IW Finance Authority** | | | | | | | | |
| 460 | IW Finance Authority | 8,026,629 | 389,600 | 980,000 | - | 452,000 | - | 8,944,229 |
| | **IW Finance Authority** | **8,026,629** | **389,600** | **980,000** | **-** | **452,000** | **-** | **8,944,229** |
| **Enterprise Funds** | | | | | | | | |
| 560 | Indian Wells Golf Resort | 36,095,388 | 18,818,100 | 4,000,000 | 70,600 | 19,438,900 | - | 39,403,988 |
| | **Enterprise Funds Total** | **36,095,388** | **18,818,100** | **4,000,000** | **70,600** | **19,438,900** | **-** | **39,403,988** |
| **Internal Service Funds** | | | | | | | | |
| 601 | Retirement Benefit Fund | 6,090,440 | 717,100 | 1,000,000 | - | 2,157,901 | - | 5,649,639 |
| 602 | Compensated Absences Reserve | 758,898 | - | - | - | - | - | 758,898 |
| | **Internal Service Funds Total** | **6,849,338** | **717,100** | **1,000,000** | **-** | **2,157,901** | **-** | **6,408,537** |
| **TOTAL ALL FUNDS** | | **112,970,678** | **87,991,071** | **19,917,000** | **8,363,500** | **69,932,602** | **18,936,999** | **123,645,648** |

## General Fund Five Year Cash Flow

| | 2026 | 2027 | 2028 | 2029 | 2030 |
|---|---|---|---|---|---|
| **Beginning Cash Balance** | **26,226,650** | **22,295,650** | **18,545,850** | **23,878,227** | **29,241,457** |
| | | | | | |
| **Revenues** | | | | | |
| 01-PROPERTY TAXES | 3,672,500 | 3,782,800 | 3,896,284 | 4,013,173 | 4,133,568 |
| 03-SALES TAXES | 1,935,600 | 1,993,700 | 2,053,511 | 2,115,116 | 2,178,570 |
| 04-TRANSIENT OCCUPANCY TAX | 12,830,200 | 13,215,200 | 13,743,808 | 14,293,560 | 14,865,303 |
| 06-FRANCHISE TAXES | 1,462,000 | 1,506,100 | 1,543,753 | 1,582,346 | 1,621,905 |
| 07-BUSINESS LICENSES | 240,000 | 247,500 | 253,688 | 260,030 | 266,530 |
| 08-REAL PROPERTY TRANSFER TAX | 412,800 | 425,200 | 435,830 | 446,726 | 457,894 |
| 10-ADMISSIONS TAX | 5,665,000 | 5,835,000 | 6,068,400 | 6,311,136 | 6,563,581 |
| 12-LICENSE & PERMIT FEES | 677,200 | 697,800 | 718,734 | 740,296 | 762,505 |
| 13-OTHER REVENUES | 274,700 | 275,300 | 337,222 | 347,339 | 357,759 |
| 14-FINES & FORFEITURES | 68,700 | 70,900 | 72,318 | 73,764 | 75,240 |
| 16-INTEREST INCOME | 721,000 | 742,700 | 764,981 | 787,930 | 811,568 |
| 18-VLF COMP FUND IN-LIEU | 605,900 | 624,100 | 636,582 | 649,314 | 662,300 |
| 19-INTERGOVERNMENTAL | 132,200 | 132,900 | 136,887 | 140,994 | 145,223 |
| 20-CURRENT SERVICE CHARGES | 695,700 | 716,600 | 684,744 | 705,286 | 726,445 |
| 22-DEVELOPMENT AGREEMENT FEES | 7,200 | 7,500 | 7,650 | 7,803 | 7,959 |
| **TOTAL - REVENUES & SOURCES** | **29,400,700** | **30,273,300** | **31,354,391** | **32,474,813** | **33,636,350** |
| | | | | | |
| **Expenditures by Program** | | | | | |
| 11.01-CITY COUNCIL | 319,000 | 329,100 | 338,973 | 349,142 | 359,616 |
| 21.01-CITY MANAGER | 1,110,600 | 1,146,300 | 1,180,689 | 1,216,110 | 1,252,593 |
| 24.01-ECONOMIC DEVELOPMENT | 271,200 | 280,600 | 289,018 | 297,689 | 306,619 |
| 25.01-HUMAN RESOURCES | 299,800 | 264,000 | 271,920 | 280,078 | 288,480 |
| 26.01-RISK MANAGEMENT | 812,400 | 848,600 | 575,255 | 592,513 | 610,288 |
| 27.01-CITY CLERK | 849,200 | 565,800 | 582,774 | 600,257 | 618,265 |
| 27.02-COMMUNITY SERVICES | 958,500 | 927,700 | 955,531 | 984,197 | 1,013,723 |
| 27.03-RESIDENT AMENITIES | 509,700 | 526,100 | 541,883 | 558,139 | 574,884 |
| 27.04-CENTRAL SERVICES | - | - | - | 0 | - |
| 27.06-TECHNOLOGY | 464,400 | 479,500 | 493,885 | 508,702 | 523,963 |
| 27.07-COMMUNITY ASSISTANCE | 391,300 | 366,600 | 377,598 | 388,926 | 400,594 |
| 27.09-TOURISM | 1,154,500 | 1,189,000 | 1,224,670 | 1,261,410 | 1,299,252 |
| 31.01-LEGAL SERVICES | 511,200 | 536,700 | 552,801 | 569,385 | 586,467 |
| 42.01-BUILDING & SAFETY | 1,012,600 | 1,044,600 | 1,075,938 | 1,108,216 | 1,141,463 |
| 43.01-PLANNING | 906,200 | 935,500 | 963,565 | 992,472 | 1,022,246 |
| 44.01-CODE ENFORCEMENT | 620,500 | 640,400 | 659,612 | 679,400 | 699,782 |
| 51.01-FINANCIAL SERVICES | 1,584,400 | 1,634,600 | 3,829,128 | 3,944,002 | 4,062,322 |
| 52.01-INTERNAL CONTRIBUTIONS | 2,034,200 | 2,087,800 | - | - | - |
| 71.01-POLICE SERVICES | 6,622,100 | 7,155,800 | 7,659,483 | 8,198,176 | 8,774,654 |
| 82.01-ENGINEERING | 855,800 | 882,600 | 909,078 | 936,350 | 964,441 |
| 83.01-MAINTENANCE | 1,713,300 | 1,768,600 | 1,821,658 | 1,876,308 | 1,932,597 |
| 84.20-CITY PARKWAYS | 1,595,500 | 1,668,500 | 1,718,555 | 1,770,112 | 1,823,215 |
| **TOTAL - EXPENDITURES & USES** | **24,596,400** | **25,278,400** | **26,022,014** | **27,111,583** | **28,255,464** |
| | | | | | |
| **SET ASIDE OF OPERATIONAL RESERVES** | **4,809,000** | **4,999,700** | **5,332,377** | **5,363,230** | **5,380,886** |
| | | | | | |
| 16-TRANSFERS IN | - | - | - | - | - |
| 21-TRANSFERS OUT | 8,740,000 | 8,740,000 | | | - |
| **SET ASIDE OF OPERATIONAL RESERVES** | **8,740,000** | **8,740,000** | **-** | **-** | **-** |
| | | | | | |
| **Ending Cash Balance** | **22,290,950** | **18,545,850** | **23,878,227** | **29,241,457** | **34,622,343** |

Revenues

# Revenues

For the Fiscal Year 2025-26, the City's Operating Budget projects total revenues of $119.2 million. General Fund revenues are estimated at $29.4 million, while budgeted General Fund expenditures are $24.6 million.

## Revenue Forecasting Methodology

The City employs a comprehensive and data-driven approach to forecasting recurring revenues, leveraging a combination of economic modeling techniques, historical trend analysis, and sector-specific insights. Key forecasting assumptions are derived from:

- National and local economic indicators
- Projections from the Greater Palm Springs Convention and Visitors Bureau
- Tourism data from local hospitality and event partners
- Economic forecasts from the State of California, the Desert Valley Builders Association, and the County of Riverside
- Internal staff analyses, multi-year trailing averages, contracted economic advisory services, and Memorandum of Understanding (MOU) agreements

Revenue projections serve as the foundational basis for allocating resources within both the operating and capital budgets. However, given the heightened risk of an economic contraction, revenue estimates have been adjusted with a more conservative outlook. These estimates represent the City's most prudent fiscal guidance as of January 2025, ensuring that financial planning remains resilient in the face of evolving economic conditions.

## General Fund Revenues

The General Fund serves as the primary operating fund, encompassing the core financial resources used to support essential government services and operations. It is primarily funded through a combination of tax revenues—such as transient occupancy tax, admissions tax, property tax, and sales tax, along with fees, permits, intergovernmental transfers, and other discretionary revenue streams. Given its reliance on economically sensitive revenue sources, prudent fiscal management of the General Fund is critical to ensuring long-term financial stability, service continuity, and the city's ability to adapt to economic fluctuations and unforeseen fiscal challenges.

| Revenues | 2024/2025 Year End Estimate | 2025/2026 Projected Revenue | 2025/2026 v. 2024/2025 % change | 2026/2027 Projected Revenue | 2026/2027 v. 2025/2026 % change |
|---|---|---|---|---|---|
| PROPERTY TAXES | 3,565,400 | 3,672,500 | 3.0% | 3,782,800 | 3.0% |
| SALES TAXES | 1,879,200 | 1,935,600 | 3.0% | 1,993,700 | 3.0% |
| TRANSIENT OCCUPANCY TAX | 12,280,000 | 12,360,000 | 0.7% | 12,730,800 | 3.0% |
| SHORT TERM RENTAL TOT | 456,500 | 470,200 | 3.0% | 484,400 | 3.0% |
| FRANCHISE TAXES | 1,419,200 | 1,462,000 | 3.0% | 1,506,100 | 3.0% |
| BUSINESS LICENSES | 232,700 | 240,000 | 3.1% | 247,500 | 3.1% |
| REAL PROPERTY TRANSFER TAX | 400,700 | 412,800 | 3.0% | 425,200 | 3.0% |
| ADMISSIONS TAX | 5,600,000 | 5,665,000 | 1.2% | 5,835,000 | 3.0% |
| LICENSE & PERMIT FEES | 657,200 | 677,200 | 3.0% | 697,800 | 3.0% |
| FINES & FORFEITURES | 66,600 | 68,700 | 3.2% | 70,900 | 3.2% |
| INTEREST INCOME | 700,000 | 721,000 | 3.0% | 742,700 | 3.0% |
| INTERGOVERNMENTAL | 719,700 | 738,100 | 2.6% | 757,000 | 2.6% |
| CURRENT SERVICE CHARGES | 675,300 | 695,700 | 3.0% | 716,600 | 3.0% |
| OTHER REVENUES | 281,000 | 281,900 | 0.3% | 283,100 | 0.4% |
| **Total General Fund Revenues** | **28,933,500** | **29,400,700** | **1.6%** | **30,273,600** | **3.0%** |

The City anticipates receiving $29.4 million in General Fund operating revenues during the fiscal year 2025/26. 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

These five revenue sources account for 87.0% of General Fund revenues. This section will review these income sources in detail.

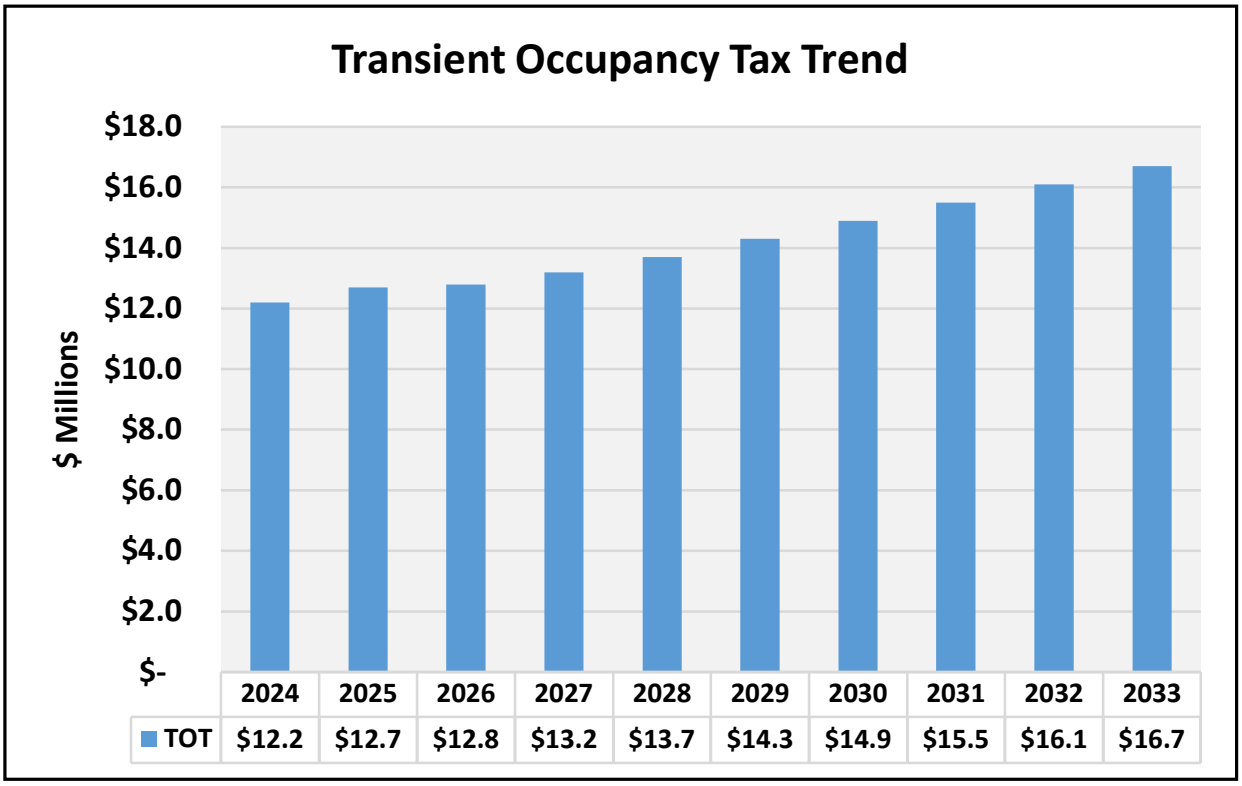
## Transient Occupancy Tax (TOT)

Transient Occupancy Tax (TOT) revenues are a critical component of the City's financial stability, comprising 43.6% of total General Fund revenues. These revenues play a pivotal role in funding essential municipal services and infrastructure investments that enhance both resident and visitor experiences.

The TOT is levied on guests staying at any of the City's five hotels and is applied to the gross room rate, as well as any mandatory charges such as resort fees. The current tax rate is 12.25%.

To ensure accurate revenue projections and sound financial planning, TOT estimates are derived from forecast data provided by hotel industry partners. This data-driven

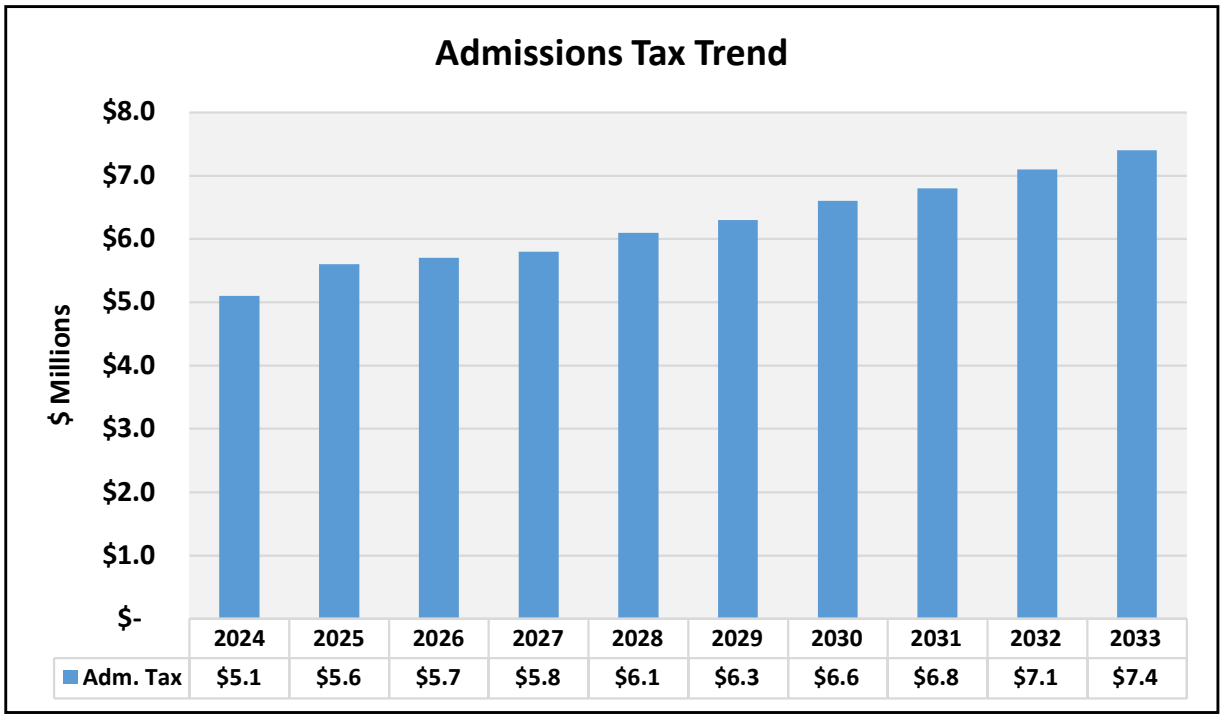
approach enables the City to anticipate economic trends, adjust budgetary allocations accordingly, and maintain fiscal resilience.




## Admissions Tax

The Admissions Tax, currently set at 10.0%, is levied on ticket sales for entertainment venues and events within the City of Indian Wells. This tax serves as a significant revenue source, contributing to the City's financial stability and the continued funding of essential public services.

With the sustained success of the BNP Paribas Open at the Indian Wells Tennis Garden and favorable economic conditions, Admissions Tax revenues are expected to experience continued growth. Increased tourism, higher consumer spending, and rising event attendance levels further reinforce a positive revenue trajectory for this tax.




## 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 property's value rather than a fixed amount or benefit to the property or person.

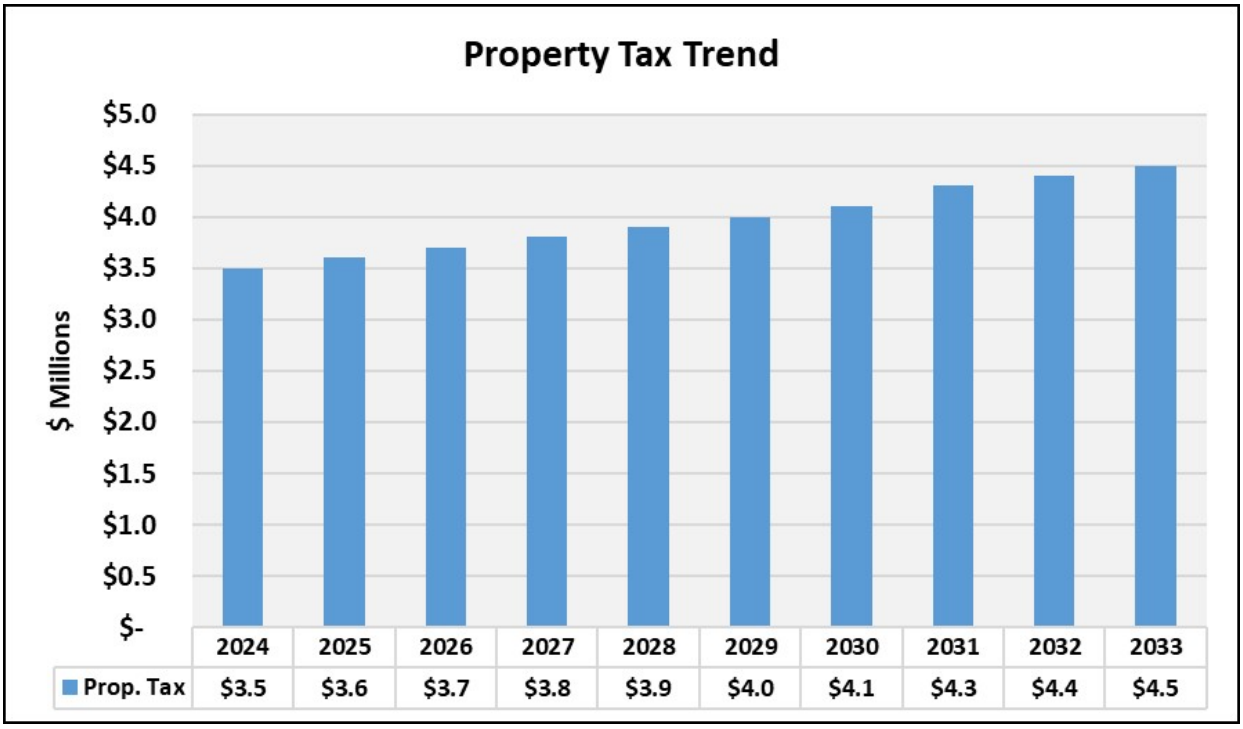
Proposition 13 (Article XIIIA of the State Constitution) limits the real property tax rate to 1.0% of the assessed value, plus rates approved by the voters. The county tax collector receives the property tax and allocates the revenues to the local taxing agencies pursuant to a statutory allocation formula.

## A No/Low Tax City

The City of Indian Wells is one of thirty-nine 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 a specified tax rate received the minimum tax rate formula. The rate has increased from 1.0% of the 1.0% of the assessed valuation to the maximum of 7.0% of the 1.0% of the assessed valuation.

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

Assume existing property values increase 2.0% for inflation under Proposition 13 and a 1.0 percent growth factor for new home construction and resale of existing property. Proposition Eight adjustments for residential properties should be a small factor in the tax base.

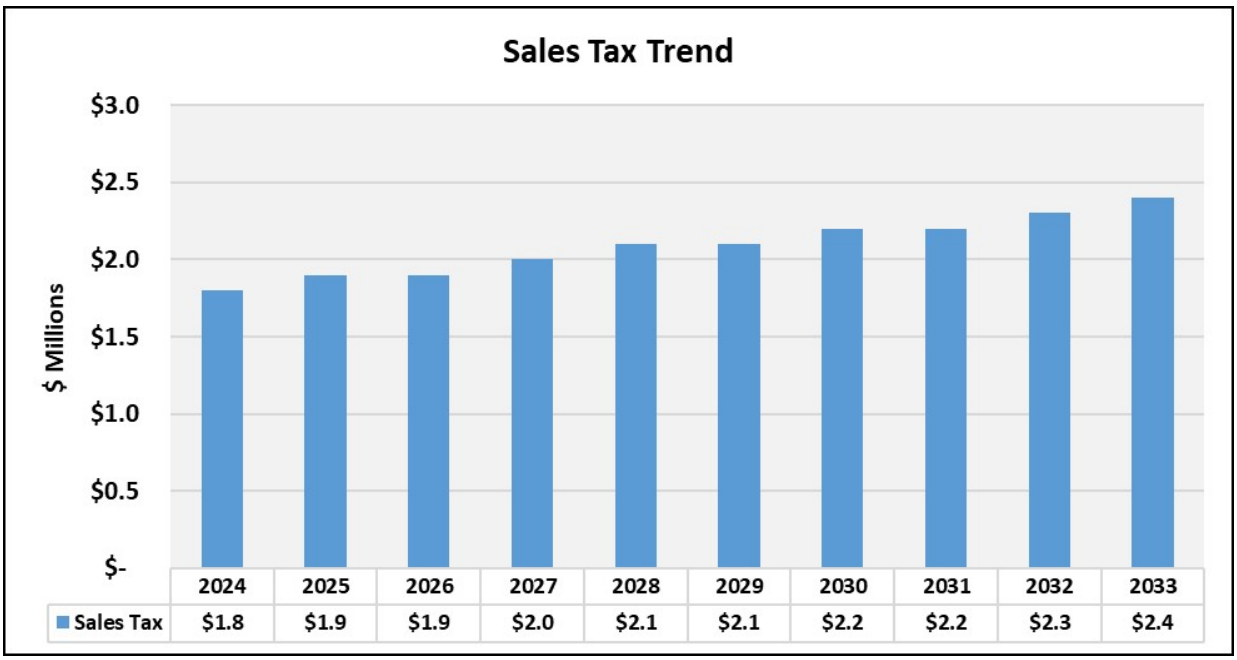



## Sales Tax

Sales Tax revenue represents 6.6% of the City's General Fund revenues, making it a critical funding source for municipal operations and public services. Under the California Sales and Use Tax Law, the sale of tangible personal property is subject to sales tax unless specifically exempt or excluded. This tax is levied on retailers engaged in the sale of such property, with the City receiving 1.0% of the taxable sales generated within its jurisdiction.

Given the anticipated resurgence of the tourism market, the sales tax revenue forecast projects steady growth, reflecting increased consumer spending, business activity, and visitor-driven commerce. Expanding economic conditions, combined with strong market fundamentals, are expected to further reinforce positive revenue trends.

To optimize revenue potential, a comprehensive financial analysis that considers shifts in consumer behavior, potential policy adjustments, and broader economic factors could provide a more dynamic and strategic outlook on long-term sales tax growth.

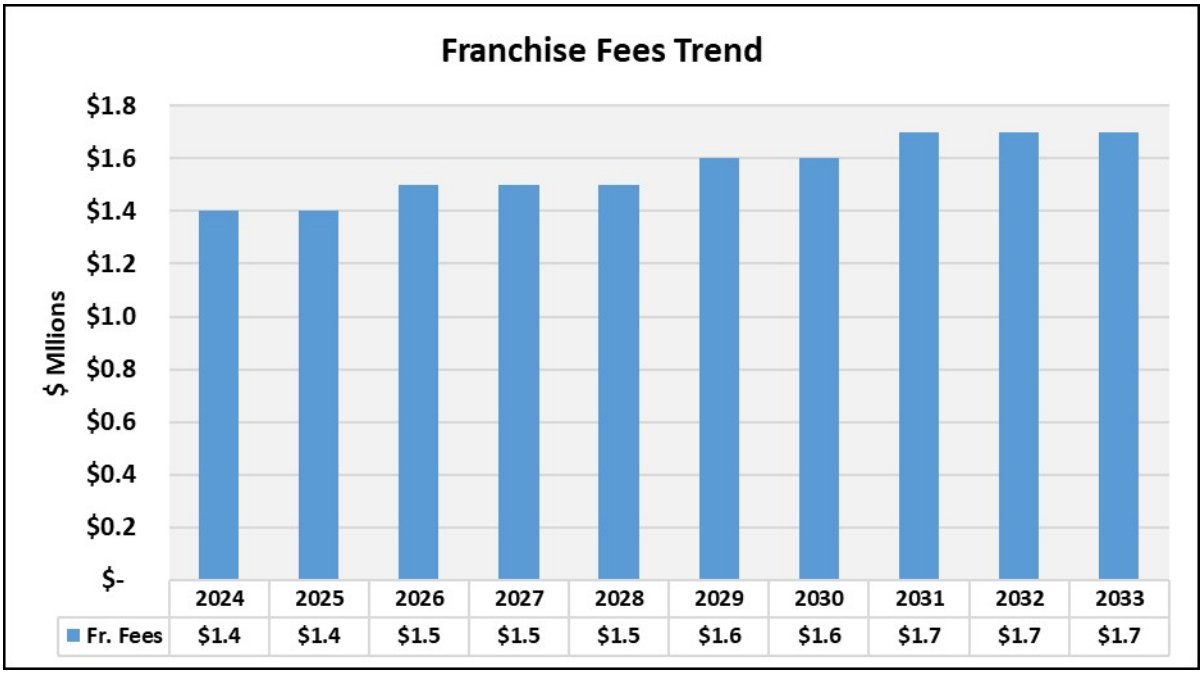



## Franchise Fees

Franchise Fee revenue represents 5.0% of the City's General Fund revenue budget, serving as a consistent funding source for municipal operations. Franchise Fees are established through agreements between the City and utility providers, requiring these entities to pay a designated fee for the use of City rights-of-way. Currently, the City receives Franchise Fees from Southern California Edison (SCE), Time Warner Cable, Verizon, Southern California Gas, and Burrtec Waste and Recycling. These fees are calculated as a percentage of gross sales generated by each utility provider within the City's jurisdiction.

Franchise Fee revenue has historically exhibited neutral sensitivity to economic fluctuations, experiencing no significant net gains or losses during periods of economic expansion or contraction. Instead, revenue trends are more directly influenced by utility rate adjustments, energy price volatility, and weather-related consumption patterns.

Given the evolving regulatory landscape, shifts in energy markets, and potential infrastructure developments, a strategic financial review of Franchise Fee agreements may present opportunities to enhance revenue stability and optimize long-term fiscal planning.


Franchise Fees Trend
$ Mllions
$1.8
$1.6
$1.4
$1.2
$1.0
$0.8
$0.6
$0.4
$0.2
$-
2024 2025 2026 2027 2028 2029 2030 2031 2032 2033
Fr. Fees $1.4 $1.4 $1.5 $1.5 $1.5 $1.6 $1.6 $1.7 $1.7 $1.7

# Revenues

| Account Number | | 2023/2024 Year End Actual | 2024/2025 Year End Estimate | 2025/2026 Projected Revenue | 2025/2026 v. 2024/2025 % change | 2026/2027 Projected Revenue | 2026/2027 v. 2025/2026 % change |
|---|---|---|---|---|---|---|---|
| **101** | **GENERAL FUND** | | | | | | |
| 1010000 411100 | Current Secured Property Tax | 3,172,797 | 3,268,000 | 3,366,100 | 3.0% | 3,467,100 | 3.0% |
| 1010000 411200 | Current Unsecured Property Tax | 138,075 | 142,300 | 146,600 | 3.0% | 151,000 | 3.0% |
| 1010000 411300 | Prior Year Property Tax | 50,893 | 52,500 | 54,100 | 3.0% | 55,800 | 3.1% |
| 1010000 411400 | Supplemental Roll Prop. Tax | 99,517 | 102,600 | 105,700 | 3.0% | 108,900 | 3.0% |
| 1010000 413100 | General Sales Tax | 1,824,421 | 1,879,200 | 1,935,600 | 3.0% | 1,993,700 | 3.0% |
| 1010000 413200 | Transient Occupancy Tax | 11,716,364 | 12,280,000 | 12,360,000 | 0.7% | 12,730,800 | 3.0% |
| 1010000 413201 | Short-Term Rental TOT | 443,133 | 456,500 | 470,200 | 3.0% | 484,400 | 3.0% |
| 1010000 414100 | Franchises - Electric | 394,490 | 406,400 | 418,600 | 3.0% | 431,200 | 3.0% |
| 1010000 414200 | Franchises - Gas | 112,999 | 95,000 | 97,900 | 3.1% | 100,900 | 3.1% |
| 1010000 4143000 | Franchises - Cable TV. | 255,983 | 263,700 | 271,700 | 3.0% | 279,900 | 3.0% |
| 1010000 414400 | Franchises - Waste Collection | 635,044 | 654,100 | 673,800 | 3.0% | 694,100 | 3.0% |
| 1010000 415100 | Business License Tax | 225,554 | 232,700 | 240,000 | 3.1% | 247,500 | 3.1% |
| 1010000 416100 | Real Property Transfer Tax | 388,972 | 400,700 | 412,800 | 3.0% | 425,200 | 3.0% |
| 1010000 417100 | Admissions Tax | 5,067,845 | 5,600,000 | 5,665,000 | 1.2% | 5,835,000 | 3.0% |
| | **TOTAL TAXES (101)** | **24,526,087** | **25,833,700** | **26,218,100** | **1.5%** | **27,005,500** | **3.0%** |
| 1010000 431100 | Construction Permits | 558,263 | 510,000 | 525,300 | 3.0% | 541,100 | 3.0% |
| 1010000 431200 | Electrical Permits | 9,388 | 28,000 | 28,900 | 3.2% | 29,800 | 3.1% |
| 1010000 431300 | Plumbing Permits | 20,732 | 21,400 | 22,100 | 3.3% | 22,800 | 3.2% |
| 1010000 431400 | Mechanical Permits | 10,439 | 10,800 | 11,200 | 3.7% | 11,600 | 3.6% |
| 1010000 431500 | Grading Permits | 57,959 | 59,700 | 61,500 | 3.0% | 63,400 | 3.1% |
| 1010000 431600 | Encroachment Permits | 23,400 | 24,200 | 25,000 | 3.3% | 25,800 | 3.2% |
| 1010000 431800 | Re-Insp./Special Insp. Permit | 2,988 | 3,100 | 3,200 | 3.2% | 3,300 | 3.1% |
| | **TOTAL LICENSE & PERMIT FEES (101)** | **683,167** | **657,200** | **677,200** | **3.0%** | **697,800** | **3.0%** |
| 1010000 442100 | Fines & Forfeitures | 64,407 | 66,400 | 68,400 | 3.0% | 70,500 | 3.1% |
| 1010000 442200 | Abandoned Properties Registration | 139 | 200 | 300 | 50.0% | 400 | 33.3% |
| | **TOTAL FINES & FORFEITURES (101)** | **64,546** | **66,600** | **68,700** | **3.2%** | **70,900** | **3.2%** |
| 1010000 451100 | Investment Earnings | 1,404,591 | 700,000 | 721,000 | 3.0% | 742,700 | 3.0% |
| | **TOTAL USE OF MONEY AND PROPERTY (101)** | **1,404,591** | **700,000** | **721,000** | **3.0%** | **742,700** | **3.0%** |
| 1010000 461200 | VLF Comp Fund In Lieu | 570,981 | 588,200 | 605,900 | 3.0% | 624,100 | 3.0% |
| 1010000 461500 | Homeowner's Prop. Tax Relief | 20,828 | 21,500 | 22,200 | 3.3% | 22,900 | 3.2% |
| 1010000 462200 | State Mandate Reimbursements | 9,723 | 10,000 | 10,000 | 0.0% | 10,000 | 0.0% |
| 1010000 465100 | Other Grants & Reimbursements | 100,750 | 100,000 | 100,000 | 0.0% | 100,000 | 0.0% |
| | **TOTAL INTERGOVERNMENTAL REVENUES (101)** | **702,282** | **719,700** | **738,100** | **2.6%** | **757,000** | **2.6%** |

# Revenues

| Account | Number | | 2023/2024 Year End Actual | 2024/2025 Year End Estimate | 2025/2026 Projected Revenue | 2025/2026 v. 2024/2025 % change | 2026/2027 Projected Revenue | 2026/2027 v. 2025/2026 % change |
|---|---|---|---|---|---|---|---|---|
| 1010000 | 471100 | Sales of Maps & Publications | - | 100 | 200 | 100.0% | 300 | 50.0% |
| 1010000 | 471200 | Reproduction & Postage Fees | 9 | 100 | 200 | 100.0% | 300 | 50.0% |
| 1010000 | 472100 | Abatements Reimbursements | 2,412 | 2,500 | 2,600 | 4.0% | 2,700 | 3.8% |
| 1010000 | 473100 | Subdivision & Parcel Map Fees | - | 200 | 300 | 50.0% | 400 | 33.3% |
| 1010000 | 473200 | Engineering Plan Check Fees | 128,634 | 132,500 | 136,500 | 3.0% | 140,600 | 3.0% |
| 1010000 | 473300 | Engineering Inspection Fees | 1,951 | 2,100 | 2,200 | 4.8% | 2,300 | 4.5% |
| 1010000 | 473900 | Miscellaneous Fees | 10,226 | 10,000 | 10,000 | 0.0% | 10,000 | 0.0% |
| 1010000 | 474100 | Planning Fees | 68,851 | 71,000 | 73,200 | 3.1% | 75,400 | 3.0% |
| 1010000 | 474300 | Zoning Fees | 18,618 | 10,000 | 10,000 | 0.0% | 10,000 | 0.0% |
| 1010000 | 474400 | Subdivision Fees | 7,276 | 5,000 | 5,000 | 0.0% | 5,000 | 0.0% |
| 1010000 | 474500 | Misc. Planning Fees | - | 200 | 300 | 50.0% | 400 | 33.3% |
| 1010000 | 474600 | Special Events Fees | 21,075 | 21,800 | 22,500 | 3.2% | 23,200 | 3.1% |
| 1010000 | 474700 | Mobile Food Facility Permit Fee | 488 | 600 | 700 | 16.7% | 800 | 14.3% |
| 1010000 | 474800 | Technology Fee | 36,013 | 37,100 | 38,300 | 3.2% | 39,500 | 3.1% |
| 1010000 | 475100 | Building Plan Check Fees | 308,039 | 317,300 | 326,900 | 3.0% | 336,800 | 3.0% |
| 1010000 | 476100 | Resident Benefit Card Fee | 47,780 | 49,300 | 50,800 | 3.0% | 52,400 | 3.1% |
| 1010000 | 477100 | Indirect Costs Charges | 15,000 | 15,500 | 16,000 | 3.2% | 16,500 | 3.1% |
| | **TOTAL CURRENT SERVICE CHARGES (101)** | | **666,372** | **675,300** | **695,700** | **3.0%** | **716,600** | **3.0%** |
| 1010000 | 483400 | Toscana Development Agreement | 6,666 | 6,900 | 7,200 | 4.3% | 7,500 | 4.2% |
| 1010000 | 486300 | Miscellaneous Revenues | 13,586 | 14,000 | 14,500 | 3.6% | 15,000 | 3.4% |
| 1010000 | 486400 | RPTTF Administrative Fees | 240,000 | 250,000 | 250,000 | 0.0% | 250,000 | 0.0% |
| 1010000 | 486500 | Cash Over/Short | 5 | 100 | 200 | 100.0% | 300 | 50.0% |
| 1010000 | 486700 | Activities & Event Fees | 10,860 | 10,000 | 10,000 | 0.0% | 10,000 | 0.0% |
| | **TOTAL OTHER REVENUES (101)** | | **271,116** | **281,000** | **281,900** | **0.3%** | **282,800** | **0.3%** |
| **TOTAL** | **GENERAL FUND** | | **28,318,161** | **28,933,500** | **29,400,700** | **1.6%** | **30,273,300** | **3.0%** |
| **202** | **TRAFFIC SAFETY** | | | | | | | |
| 2020000 | 441100 | Vehicle Code Fines | 21,809 | 22,500 | 23,200 | 3.1% | 23,900 | 3.0% |
| | **TOTAL FINES & FORFEITURES** | | **21,809** | **22,500** | **23,200** | **3.1%** | **23,900** | **3.0%** |
| 2020000 | 451100 | Investment Earnings | 531 | 600 | 700 | 16.7% | 800 | 14.3% |
| **TOTAL** | **TRAFFIC SAFETY** | | **22,340** | **23,100** | **23,900** | **3.5%** | **24,700** | **3.3%** |
| **203** | **PUBLIC SAFETY-1/2 PERCENT SALES TX** | | | | | | | |
| 2030000 | 451100 | Investment Earnings | 282 | 300 | 400 | 33.3% | 500 | 25.0% |
| 2030000 | 461700 | Public Sfty 1/2 Cent Sales Tax | 37,007 | 38,200 | 42,100 | 10.2% | 43,400 | 3.1% |
| **TOTAL** | **PUBLIC SAFETY-1/2 PERCENT SALES TX** | | **37,289** | **38,500** | **42,500** | **10.4%** | **43,900** | **3.3%** |

# Revenues

| Account | Number | | 2023/2024 Year End Actual | 2024/2025 Year End Estimate | 2025/2026 Projected Revenue | 2025/2026 v. 2024/2025 % change | 2026/2027 Projected Revenue | 2026/2027 v. 2025/2026 % change |
|---|---|---|---|---|---|---|---|---|
| **204** | **MEASURE "A" TRANSPORTATION** | | | | | | | |
| 2040000 | 413300 | Transp.Tax - Streets Measure A | 328,216 | 338,100 | 360,300 | 6.6% | 371,200 | 3.0% |
| 2040000 | 451100 | Investment Earnings | 378 | 400 | 500 | 25.0% | 600 | 20.0% |
| **TOTAL** | **MEASURE "A" TRANSPORTATION** | | **328,594** | **338,500** | **360,800** | **6.6%** | **371,800** | **3.0%** |
| **209** | **FIRE ACCESS MAINTENANCE DISTRICT** | | | | | | | |
| 2090000 | 411100 | Current Secured Property Tax | 406,628 | 418,900 | 431,500 | 3.0% | 444,500 | 3.0% |
| 2090000 | 411200 | Current Unsecured Property Tax | 10,011 | 10,400 | 10,800 | 3.8% | 11,200 | 3.7% |
| 2090000 | 411300 | Prior Year Taxes | 3,786 | 3,900 | 4,100 | 5.1% | 4,300 | 4.9% |
| 2090000 | 411400 | Supplemental Roll Prop. Tax | 7,232 | 7,500 | 7,800 | 4.0% | 8,100 | 3.8% |
| | **TOTAL TAXES (209)** | | **427,657** | **440,700** | **454,200** | **3.1%** | **468,100** | **3.1%** |
| 2090000 | 421100 | Fire Access Maint. Assessments | 1,213,819 | 1,250,000 | 1,785,700 | 42.9% | 1,839,271 | 3.0% |
| | **TOTAL SPECIAL BENEFIT ASSESSMENTS (209)** | | **1,213,819** | **1,250,000** | **1,785,700** | **42.9%** | **1,839,271** | **3.0%** |
| 2090000 | 451100 | Investment Earnings | 64,429 | 66,400 | 68,400 | 3.0% | 70,500 | 3.1% |
| | **TOTAL USE OF MONEY & PROPERTY (209)** | | **64,429** | **66,400** | **68,400** | **3.0%** | **70,500** | **3.1%** |
| 2090000 | 461500 | Homeowner's Prop. Tax Relief | 17,315 | 17,900 | 18,500 | 3.4% | 19,100 | 3.2% |
| 2090000 | 465100 | Other Grants & Reimbursements | 15,804 | - | - | | - | |
| 2090000 | 486300 | Misc. Revenue | 2,820 | 3,000 | 3,100 | 3.3% | 3,200 | 3.2% |
| **TOTAL** | **FIRE ACCESS MAINTENANCE DISTRICT** | | **1,741,844** | **1,778,000** | **2,329,900** | **31.0%** | **2,400,171** | **3.0%** |
| **210** | **SCAQMD VEHICLE REGISTRATION** | | | | | | | |
| 2100000 | 451100 | Investment Earnings | 651 | 700 | 800 | 14.3% | 900 | 12.5% |
| 2100000 | 461900 | SCAQMD Vehicle Reg. Fee | 6,422 | 6,700 | 7,000 | 4.5% | 7,300 | 4.3% |
| **TOTAL** | **SCAQMD VEHICLE REGISTRATION** | | **7,073** | **7,400** | **7,800** | **5.4%** | **8,200** | **5.1%** |
| **211** | **AB 3229 COPS FUNDING** | | | | | | | |
| 2110000 | 451100 | Investment Earnings | 454 | 500 | 600 | 20.0% | 700 | 16.7% |
| 2110000 | 464300 | Public Safety-COPS-AB3229 | 186,159 | 191,800 | 209,400 | 9.2% | 215,700 | 3.0% |
| **TOTAL** | **AB 3229 COPS FUNDING** | | **186,613** | **192,300** | **210,000** | **9.2%** | **216,400** | **3.0%** |
| **214** | **GAS TAX, 2103** | | | | | | | |
| 2140000 | 451100 | Investment Earnings | (31) | 100 | 200 | 100.0% | 300 | 50.0% |
| 2140000 | 461600 | Gasoline Tax | 43,427 | 44,800 | 46,200 | 3.1% | 47,600 | 3.0% |
| **TOTAL** | **GAS TAX, 2103** | | **43,396** | **44,900** | **46,400** | **3.3%** | **47,900** | **3.2%** |

# Revenues

| Account | Number | | 2023/2024 Year End Actual | 2024/2025 Year End Estimate | 2025/2026 Projected Revenue | 2025/2026 v. 2024/2025 % change | 2026/2027 Projected Revenue | 2026/2027 v. 2025/2026 % change |
|---|---|---|---|---|---|---|---|---|
| **215** | **GAS TAX, 2105** | | | | | | | |
| 2150000 | 451100 | Investment Earnings | 8 | 100 | 200 | 100.0% | 300 | 50.0% |
| 2150000 | 461600 | Gasoline Tax | 28,961 | 29,900 | 30,800 | 3.0% | 31,800 | 3.2% |
| **TOTAL** | **GAS TAX, 2105** | | **28,969** | **30,000** | **31,000** | **3.3%** | **32,100** | **3.5%** |
| **216** | **GAS TAX, 2106** | | | | | | | |
| 2160000 | 451100 | Investment Earnings | 6 | 100 | 200 | 100.0% | 300 | 50.0% |
| 2160000 | 461600 | Gasoline Tax | 23,129 | 23,900 | 24,700 | 3.3% | 25,500 | 3.2% |
| **TOTAL** | **GAS TAX, 2106** | | **23,135** | **24,000** | **24,900** | **3.8%** | **25,800** | **3.6%** |
| **217** | **GAS TAX, 2107** | | | | | | | |
| 2170000 | 451100 | Investment Earnings | (3) | 100 | 200 | 100.0% | 300 | 50.0% |
| 2170000 | 461600 | Gasoline Tax | 39,202 | 40,400 | 41,700 | 3.2% | 43,000 | 3.1% |
| **TOTAL** | **GAS TAX, 2107** | | **39,199** | **40,500** | **41,900** | **3.5%** | **43,300** | **3.3%** |
| **218** | **GAS TAX, ENGIN/ADMIN** | | | | | | | |
| 2180000 | 451100 | Investment Earnings | 3 | 100 | 200 | 100.0% | 300 | 50.0% |
| 2180000 | 461600 | Gasoline Tax | 1,000 | 1,100 | 1,200 | 9.1% | 1,300 | 8.3% |
| **TOTAL** | **GAS TAX, ENGIN/ADMIN** | | **1,003** | **1,200** | **1,400** | **16.7%** | **1,600** | **14.3%** |
| **219** | **GAS TAX, RMRA** | | | | | | | |
| 2190000 | 451100 | Investment Earnings | 3 | 100 | 200 | 100.0% | 300 | 50.0% |
| 2190000 | 461600 | Gasoline Tax | 120,750 | 124,400 | 128,200 | 3.1% | 132,100 | 3.0% |
| **TOTAL** | **GAS TAX, RMRA** | | **120,753** | **124,500** | **128,400** | **3.1%** | **132,400** | **3.1%** |
| **228** | **EMERGENCY SERVICES UPGRADE** | | | | | | | |
| 2280000 | 416200 | County Fire Tax Credit | 4,206,481 | 5,457,000 | 5,620,800 | 3.0% | 5,789,500 | 3.0% |
| 2280000 | 421300 | Emergency Services Upgrade Assessment | 610,241 | 628,600 | 647,500 | 3.0% | 667,000 | 3.0% |
| 2280000 | 451100 | Investment Earnings | 207,355 | 213,600 | 220,100 | 3.0% | 226,800 | 3.0% |
| 2280000 | 465100 | Other Grants & Reimbursements | - | - | 3,000,000 | - | - | -100.0% |
| 2280000 | 476200 | Ambulance Service Fees | 737,398 | 759,600 | 782,400 | 3.0% | 805,900 | 3.0% |
| 2280000 | 486300 | Misc. Revenue | 21,171 | 21,900 | 22,600 | 3.2% | 23,300 | 3.1% |
| **TOTAL** | **EMERGENCY SERVICES UPGRADE** | | **5,782,646** | **7,080,700** | **10,293,400** | **45.4%** | **7,512,500** | **-27.0%** |
| **247** | **AB939 RECYCLING** | | | | | | | |
| 2470000 | 421487 | Solid Waste Funds-AB939 Comm | 138,366 | 199,500 | 207,500 | 4.0% | 213,800 | 3.0% |
| **TOTAL** | **AB939 RECYCLING** | | **138,366** | **199,500** | **207,500** | **4.0%** | **213,800** | **3.0%** |
| **248** | **SOLID WASTE** | | | | | | | |
| 2480000 | 421400 | Solid Waste Assessments | 1,495,893 | 1,574,800 | 1,622,100 | 3.0% | 1,703,300 | 5.0% |
| 2480000 | 451100 | Investment Earnings | 17,286 | 17,900 | 18,500 | 3.4% | 19,500 | 5.4% |
| **TOTAL** | **SOLID WASTE** | | **1,513,179** | **1,592,700** | **1,640,600** | **3.0%** | **1,722,800** | **5.0%** |

# Revenues

| Account | Number | | 2023/2024 Year End Actual | 2024/2025 Year End Estimate | 2025/2026 Projected Revenue | 2025/2026 v. 2024/2025 % change | 2026/2027 Projected Revenue | 2026/2027 v. 2025/2026 % change |
|---|---|---|---|---|---|---|---|---|
| **251** | **STREET LIGHTING ASSESSMENT DISTRICT** | | | | | | | |
| 2510000 | 421500 | Street Lighting Assessments | 2,234 | 2,400 | 2,500 | 4.2% | 2,600 | 4.0% |
| 2510000 | 451100 | Investment Earnings | 767 | 800 | 900 | 12.5% | 1,000 | 11.1% |
| **TOTAL** | **STREET LIGHTING ASSESSMENT DISTRICT** | | **3,001** | **3,200** | **3,400** | **6.3%** | **3,600** | **5.9%** |
| **253** | **INDIAN WELLS VILLAS** | | | | | | | |
| 2530000 | 451100 | Investment Earnings | 15,892 | 16,400 | 16,900 | 3.0% | 17,500 | 3.6% |
| 2530000 | 452300 | Rental Income - Sr. Housing | 1,018,122 | 1,115,000 | 1,148,500 | 3.0% | 1,183,000 | 3.0% |
| **TOTAL** | **INDIAN WELLS VILLAS** | | **1,034,014** | **1,131,400** | **1,165,400** | **3.0%** | **1,200,500** | **3.0%** |
| **254** | **MOUNTAIN VIEW VILLAS** | | | | | | | |
| 2540000 | 451100 | Investment Earnings | 42,257 | 43,600 | 45,000 | 3.2% | 46,400 | 3.1% |
| 2540000 | 452300 | Rental Income - Sr. Housing | 1,591,257 | 1,620,000 | 1,668,600 | 3.0% | 1,718,700 | 3.0% |
| **TOTAL** | **MOUNTAIN VIEW VILLAS** | | **1,633,514** | **1,663,600** | **1,713,600** | **3.0%** | **1,765,100** | **3.0%** |
| **256** | **HOUSING AUTHORITY** | | | | | | | |
| 2560000 | 451100 | Investment Earnings | 434,381 | 447,500 | 461,000 | 3.0% | 474,900 | 3.0% |
| 2560000 | 465100 | Other Grants & Reimbursements | 113,172 | 135,812 | 8,000,000 | 5790.5% | - | -100.0% |
| 2560000 | 481100 | Proceeds from Sale of Land | - | 1,290,000 | - | -100.0% | - | - |
| 2560000 | 499900 | Transfers In | 517,445 | 620,000 | 750,000 | 21.0% | 750,000 | 0.0% |
| **TOTAL** | **HOUSING AUTHORITY** | | **1,064,998** | **2,493,312** | **9,211,000** | **269.4%** | **1,224,900** | **-86.7%** |
| **271** | **ELDORADO DRIVE LLMD** | | | | | | | |
| 2710000 | 421200 | Landscape and Lighting Assessments | 60,955 | 73,900 | 88,100 | 19.2% | 90,800 | 3.1% |
| 2710000 | 451100 | Investment Earnings | 4,863 | 5,100 | 5,300 | 3.9% | 5,500 | 3.8% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **65,818** | **79,000** | **93,400** | **18.2%** | **96,300** | **3.1%** |
| **272** | **MONTECITO / STARDUST LLMD** | | | | | | | |
| 2720000 | 421200 | Landscape and Lighting Assessments | 26,612 | 29,400 | 31,200 | 6.1% | 32,200 | 3.2% |
| 2720000 | 451100 | Investment Earnings | 1,259 | 1,300 | 1,400 | 7.7% | 1,500 | 7.1% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **27,871** | **30,700** | **32,600** | **6.2%** | **33,700** | **3.4%** |
| **273** | **CASA DORADO LLMD** | | | | | | | |
| 2730000 | 421200 | Landscape and Lighting Assessments | 25,619 | 28,200 | 29,300 | 3.9% | 30,000 | 2.4% |
| 2730000 | 451100 | Investment Earnings | 628 | 700 | 800 | 14.3% | 900 | 12.5% |
| 2730000 | 482300 | City Contribution | 2,475 | 2,900 | 3,000 | 3.4% | 3,100 | 3.3% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **28,722** | **31,800** | **33,100** | **4.1%** | **34,000** | **2.7%** |

# Revenues

| Account | Number | | 2023/2024 Year End Actual | 2024/2025 Year End Estimate | 2025/2026 Projected Revenue | 2025/2026 v. 2024/2025 % change | 2026/2027 Projected Revenue | 2026/2027 v. 2025/2026 % change |
|---|---|---|---|---|---|---|---|---|
| **274** | **THE COVE LLMD** | | | | | | | |
| 2740000 | 421200 | Landscape and Lighting Assessments | 21,233 | 24,500 | 25,100 | 2.4% | 25,800 | 2.8% |
| 2740000 | 451100 | Investment Earnings | 528 | 600 | 700 | 16.7% | 800 | 14.3% |
| 2740000 | 482300 | City Contribution | 2,050 | 2,300 | 2,600 | 13.0% | 2,700 | 3.8% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **23,811** | **27,400** | **28,400** | **3.6%** | **29,300** | **3.2%** |
| **275** | **SH 111 / IWGR LLMD** | | | | | | | |
| 2750000 | 421200 | Landscape and Lighting Assessments | 283,412 | 323,700 | 334,500 | 3.3% | 344,600 | 3.0% |
| 2750000 | 451100 | Investment Earnings | 11,625 | 12,000 | 12,400 | 3.3% | 12,800 | 3.2% |
| 2750000 | 482300 | City Contribution | 31,600 | 35,700 | 36,900 | 3.4% | 38,100 | 3.3% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **326,637** | **371,400** | **383,800** | **3.3%** | **395,500** | **3.0%** |
| **276** | **CLUB / IW LANE LLMD** | | | | | | | |
| 2760000 | 421200 | Landscape and Lighting Assessments | 35,254 | 44,300 | 51,800 | 16.9% | 53,400 | 3.1% |
| 2760000 | 451100 | Investment Earnings | 2,310 | 2,400 | 2,500 | 4.2% | 2,600 | 4.0% |
| 2760000 | 482300 | City Contribution | 3,650 | 4,700 | 5,500 | 17.0% | 5,700 | 3.6% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **41,214** | **51,400** | **59,800** | **16.3%** | **61,700** | **3.2%** |
| **277** | **COLONY LLMD** | | | | | | | |
| 2770000 | 421200 | Landscape and Lighting Assessments | 66,209 | 69,800 | 74,700 | 7.0% | 77,000 | 3.1% |
| 2770000 | 451100 | Investment Earnings | 5,411 | 5,600 | 5,800 | 3.6% | 6,000 | 3.4% |
| 2770000 | 482300 | City Contribution | 8,950 | 8,400 | 9,100 | 8.3% | 9,400 | 3.3% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **80,570** | **83,800** | **89,600** | **6.9%** | **92,400** | **3.1%** |
| **278** | **COLONY COVE ESTATES LLMD** | | | | | | | |
| 2780000 | 421200 | Landscape and Lighting Assessments | 11,203 | 12,100 | 13,200 | 9.1% | 13,600 | 3.0% |
| 2780000 | 451100 | Investment Earnings | 2,199 | 2,300 | 2,500 | 8.7% | 2,600 | 4.0% |
| 2780000 | 482300 | City Contribution | 2,200 | 2,400 | 2,600 | 8.3% | 2,700 | 3.8% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **15,602** | **16,800** | **18,300** | **8.9%** | **18,900** | **3.3%** |
| **279** | **DESERT HORIZONS LLMD** | | | | | | | |
| 2790000 | 421200 | Landscape and Lighting Assessments | 479,319 | 505,100 | 545,600 | 8.0% | 562,000 | 3.0% |
| 2790000 | 451100 | Investment Earnings | 10,768 | 11,100 | 11,500 | 3.6% | 11,900 | 3.5% |
| 2790000 | 482300 | City Contribution | 51,699 | 55,500 | 60,000 | 8.1% | 61,800 | 3.0% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **541,786** | **571,700** | **617,100** | **7.9%** | **635,700** | **3.0%** |
| **280** | **MOUNTAIN GATE LLMD** | | | | | | | |
| 2800000 | 421200 | Landscape and Lighting Assessments | 43,210 | 46,200 | 49,700 | 7.6% | 51,200 | 3.0% |
| 2800000 | 451100 | Investment Earnings | 5,057 | 5,300 | 5,500 | 3.8% | 5,700 | 3.6% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **48,267** | **51,500** | **55,200** | **7.2%** | **56,900** | **3.1%** |

# Revenues

| Account | Number | | 2023/2024 Year End Actual | 2024/2025 Year End Estimate | 2025/2026 Projected Revenue | 2025/2026 v. 2024/2025 % change | 2026/2027 Projected Revenue | 2026/2027 v. 2025/2026 % change |
|---|---|---|---|---|---|---|---|---|
| **281** | **MOUNTAIN GATE ESTATES LLMD** | | | | | | | |
| 2810000 | 421200 | Landscape and Lighting Assessments | 13,186 | 13,700 | 14,900 | 8.8% | 15,400 | 3.4% |
| 2810000 | 451100 | Investment Earnings | 2,123 | 2,200 | 2,300 | 4.5% | 2,400 | 4.3% |
| 2810000 | 482300 | City Contribution | 2,400 | 2,300 | 2,400 | 4.3% | 2,500 | 4.2% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **17,709** | **18,200** | **19,600** | **7.7%** | **20,300** | **3.6%** |
| **282** | **VILLAGO LLMD** | | | | | | | |
| 2820000 | 421200 | Landscape and Lighting Assessments | 110,471 | 114,600 | 121,800 | 6.3% | 125,500 | 3.0% |
| 2820000 | 451100 | Investment Earnings | 11,911 | 12,300 | 12,700 | 3.3% | 13,100 | 3.1% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **122,382** | **126,900** | **134,500** | **6.0%** | **138,600** | **3.0%** |
| **283** | **VAIDYA LLMD** | | | | | | | |
| 2830000 | 421200 | Landscape and Lighting Assessments | 6,468 | 6,900 | 7,800 | 13.0% | 8,100 | 3.8% |
| 2830000 | 451100 | Investment Earnings | 1,546 | 1,600 | 1,700 | 6.3% | 1,800 | 5.9% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **8,014** | **8,500** | **9,500** | **11.8%** | **9,900** | **4.2%** |
| **284** | **CLUB SOUTH OF 111 LLMD** | | | | | | | |
| 2840000 | 421200 | Landscape and Lighting Assessments | 11,400 | 12,800 | 13,200 | 3.1% | 13,600 | 3.0% |
| 2840000 | 451100 | Investment Earnings | 1,701 | 1,800 | 1,900 | 5.6% | 2,000 | 5.3% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **13,101** | **14,600** | **15,100** | **3.4%** | **15,600** | **3.3%** |
| **285** | **MONTELENA LLMD** | | | | | | | |
| 2850000 | 421200 | Landscape and Lighting Assessments | 80,322 | 84,400 | 89,800 | 6.4% | 93,200 | 3.8% |
| 2850000 | 451100 | Investment Earnings | 5,377 | 5,600 | 5,800 | 3.6% | 6,000 | 3.4% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **85,699** | **90,000** | **95,600** | **6.2%** | **99,200** | **3.8%** |
| **286** | **SUNDANCE LLMD** | | | | | | | |
| 2860000 | 421200 | Landscape and Lighting Assessments | 52,103 | 54,200 | 57,500 | 6.1% | 59,300 | 3.1% |
| 2860000 | 451100 | Investment Earnings | 1,483 | 1,600 | 1,700 | 6.3% | 1,800 | 5.9% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **53,586** | **55,800** | **59,200** | **6.1%** | **61,100** | **3.2%** |
| **287** | **PROVINCE LLMD** | | | | | | | |
| 2870000 | 421200 | Landscape and Lighting Assessments | 202,544 | 208,600 | 224,000 | 7.4% | 230,800 | 3.0% |
| 2870000 | 451100 | Investment Earnings | 9,047 | 9,400 | 9,700 | 3.2% | 10,000 | 3.1% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **211,591** | **218,000** | **233,700** | **7.2%** | **240,800** | **3.0%** |
| **288** | **PROVINCE DBAD** | | | | | | | |
| 2880000 | 421200 | Landscape and Lighting Assessments | 12,670 | 15,100 | 16,100 | 6.6% | 16,600 | 3.1% |
| 2880000 | 451100 | Investment Earnings | 22,010 | 22,700 | 23,400 | 3.1% | 24,200 | 3.4% |
| **TOTAL** | **LANDSCAPE & LIGHTING DISTRICT** | | **34,680** | **37,800** | **39,500** | **4.5%** | **40,800** | **3.3%** |

# Revenues

| Account | Number | | 2023/2024 Year End Actual | 2024/2025 Year End Estimate | 2025/2026 Projected Revenue | 2025/2026 v. 2024/2025 % change | 2026/2027 Projected Revenue | 2026/2027 v. 2025/2026 % change |
|---|---|---|---|---|---|---|---|---|
| **311** | **TRANSPORTATION FACILITIES FEES** | | | | | | | |
| 3110000 | 451100 | Investment Earnings | 1,575 | 1,700 | 1,800 | 5.9% | 1,900 | 5.6% |
| 3110000 | 483100 | Development Fees | 63,862 | 65,800 | 67,800 | 3.0% | 69,900 | 3.1% |
| **TOTAL** | **TRANSPORTATION FACILITIES FEES** | | **65,437** | **67,500** | **69,600** | **3.1%** | **71,800** | **3.2%** |
| **312** | **STORM DRAIN FACILITIES FEES** | | | | | | | |
| 3120000 | 451100 | Investment Earnings | - | - | - | | - | |
| 3120000 | 483100 | Development Fees | - | - | - | | - | |
| **TOTAL** | **STORM DRAINING FACILITIES FEES** | | **-** | **-** | **-** | | **-** | |
| **313** | **RECREATION FACILITIES FEES** | | | | | | | |
| 3130000 | 451100 | Investment Earnings | - | 1,000 | 1,100 | 10.0% | 1,200 | 9.1% |
| 3130000 | 483100 | Development Fees | 107,966 | 111,300 | 114,700 | 3.1% | 118,200 | 3.1% |
| **TOTAL** | **STORM DRAINING FACILITIES FEES** | | **107,966** | **112,300** | **115,800** | **3.1%** | **119,400** | **3.1%** |
| **314** | **PARK FACILITIES IN LIEU** | | | | | | | |
| 3140000 | 465100 | Other Grants & Reimbursements | 3,328 | 177,952 | 3,700 | -97.9% | 3,900 | 5.4% |
| 3140000 | 483100 | Development Fees | 40,341 | 41,600 | 42,900 | 3.1% | 44,200 | 3.0% |
| 3140000 | 499900 | Operating Transfers In | 31,083 | - | - | | - | |
| **TOTAL** | **PARK FACILITIES IN LIEU** | | **74,752** | **219,552** | **46,600** | **-78.8%** | **48,100** | **3.2%** |
| **315** | **CITYWIDE PUBLIC IMPROVEMENT** | | | | | | | |
| 3150000 | 451100 | Investment Earnings | - | 1,000 | 1,100 | 10.0% | 1,200 | 9.1% |
| 3150000 | 483100 | Citywide Public Imp Fee | 24,364 | 25,100 | 25,900 | 3.2% | 26,700 | 3.1% |
| **TOTAL** | **CITYWIDE PUBLIC IMPROVEMENT** | | **24,364** | **26,100** | **27,000** | **3.4%** | **27,900** | **3.3%** |
| **316** | **CAPITAL IMPROVEMENTS** | | | | | | | |
| 3160000 | 451100 | Investment Earnings | 566,598 | 583,600 | 601,200 | 3.0% | 619,300 | 3.0% |
| 3160000 | 465100 | Other Grants & Reimbursements | 3,911,420 | 2,878,486 | 7,037,800 | 144.5% | 5,000,000 | -29.0% |
| 3160000 | 482201 | Tennis Naming Rights | 250,000 | 250,000 | 250,000 | 0.0% | 250,000 | 0.0% |
| 3160000 | 486300 | Misc. Revenue | 1,096 | 1,200 | 1,300 | 8.3% | 1,400 | 7.7% |
| 3160000 | 499900 | Transfers In | 5,843,037 | 3,000,000 | 2,000,000 | -33.3% | 2,000,000 | 0.0% |
| **TOTAL** | **CAPITAL IMPROVEMENTS** | | **10,572,151** | **6,713,286** | **9,890,300** | **47.3%** | **7,870,700** | **-20.4%** |
| **319** | **ART IN PUBLIC PLACES** | | | | | | | |
| 3190000 | 451100 | Investment Earnings | 30,294 | 31,300 | 32,300 | 3.2% | 33,300 | 3.1% |
| 3190000 | 483100 | Development Fees | 277,152 | 285,500 | 294,100 | 3.0% | 303,000 | 3.0% |
| **TOTAL** | **ART IN PUBLIC PLACES** | | **307,446** | **316,800** | **326,400** | **3.0%** | **336,300** | **3.0%** |
| **321** | **HWY 111 CIRCULATION IMP FEE** | | | | | | | |
| 3210000 | 451100 | Investment Earnings | 1,418 | 1,500 | 1,600 | 6.7% | 1,700 | 6.3% |
| 3210000 | 483100 | Hwy 111 Circulation Imp Fee | - | 5,000 | 5,200 | 4.0% | 5,400 | 3.8% |
| **TOTAL** | **HWY 111 CIRCULATION IMP FEE** | | **1,418** | **6,500** | **6,800** | **4.6%** | **7,100** | **4.4%** |

# Revenues

| Account | Number | | 2023/2024 Year End Actual | 2024/2025 Year End Estimate | 2025/2026 Projected Revenue | 2025/2026 v. 2024/2025 % change | 2026/2027 Projected Revenue | 2026/2027 v. 2025/2026 % change |
|---|---|---|---|---|---|---|---|---|
| **326** | **BUILDINGS CAPITAL RESERVE** | | | | | | | |
| 3260000 | 451100 | Investment Earnings | 82,842 | 85,400 | 88,000 | 3.0% | 90,700 | 3.1% |
| 3260000 | 482300 | City Contribution | 162,500 | 167,400 | 172,500 | 3.0% | 177,700 | 3.0% |
| 3260000 | 499900 | Transfers In | - | 110,000 | 110,000 | 0.0% | 110,000 | 0.0% |
| **TOTAL** | **BUILDINGS CAPITAL RESERVE** | | **245,342** | **362,800** | **370,500** | **2.1%** | **378,400** | **2.1%** |
| **327** | **BRIDGES CAPITAL RESERVE** | | | | | | | |
| 3270000 | 451100 | Investment Earnings | 75,185 | 77,500 | 79,900 | 3.1% | 82,300 | 3.0% |
| 3270000 | 482300 | City Contribution | 162,500 | 167,400 | 172,500 | 3.0% | 177,700 | 3.0% |
| 3270000 | 499900 | Transfers In | - | 110,000 | 110,000 | 0.0% | 110,000 | 0.0% |
| **TOTAL** | **BRIDGES CAPITAL RESERVE** | | **237,685** | **354,900** | **362,400** | **2.1%** | **370,000** | **2.1%** |
| **328** | **MEDIANS AND PARKWAYS CAPITAL RESERVE** | | | | | | | |
| 3280000 | 451100 | Investment Earnings | 61,247 | 63,100 | 65,000 | 3.0% | 67,000 | 3.1% |
| 3280000 | 482300 | City Contribution | 162,500 | 167,400 | 172,500 | 3.0% | 177,700 | 3.0% |
| 3270000 | 499900 | Transfers In | - | 110,000 | 110,000 | 0.0% | 110,000 | 0.0% |
| **TOTAL** | **MEDIANS AND PARKWAYS CAPITAL RESERVE** | | **223,747** | **340,500** | **347,500** | **2.1%** | **354,700** | **2.1%** |
| **329** | **STORM DRAINS CAPITAL RESERVE** | | | | | | | |
| 3290000 | 451100 | Investment Earnings | 34,321 | 35,400 | 36,500 | 3.1% | 37,600 | 3.0% |
| 3290000 | 482300 | City Contribution | 162,500 | 167,400 | 172,500 | 3.0% | 177,700 | 3.0% |
| 3290000 | 499900 | Transfers In | - | 110,000 | 110,000 | 0.0% | 110,000 | 0.0% |
| **TOTAL** | **STORM DRAINS CAPITAL RESERVE** | | **196,821** | **312,800** | **319,000** | **2.0%** | **325,300** | **2.0%** |
| **330** | **TRAFFIC SIGNALS CAPITAL RESERVE** | | | | | | | |
| 3300000 | 451100 | Investment Earnings | 28,918 | 29,800 | 30,700 | 3.0% | 31,700 | 3.3% |
| 3300000 | 482300 | City Contribution | 162,500 | 167,400 | 172,500 | 3.0% | 177,700 | 3.0% |
| 3300000 | 499900 | Transfers In | - | 110,000 | 110,000 | 0.0% | 110,000 | 0.0% |
| **TOTAL** | **TRAFFIC SIGNALS CAPITAL RESERVE** | | **191,418** | **307,200** | **313,200** | **2.0%** | **319,400** | **2.0%** |
| **331** | **TECHNOLOGY CAPITAL RESERVE** | | | | | | | |
| 3310000 | 451100 | Investment Earnings | 27,445 | 28,300 | 29,200 | 3.2% | 30,100 | 3.1% |
| 3310000 | 482300 | City Contribution | 162,500 | 167,400 | 172,500 | 3.0% | 177,700 | 3.0% |
| 3310000 | 499900 | Transfers In | - | 110,000 | 110,000 | 0.0% | 110,000 | 0.0% |
| **TOTAL** | **TECHNOLOGY CAPITAL RESERVE** | | **189,945** | **305,700** | **311,700** | **2.0%** | **317,800** | **2.0%** |

# Revenues

| Account | Number | | 2023/2024 Year End Actual | 2024/2025 Year End Estimate | 2025/2026 Projected Revenue | 2025/2026 v. 2024/2025 % change | 2026/2027 Projected Revenue | 2026/2027 v. 2025/2026 % change |
|---|---|---|---|---|---|---|---|---|
| **332** | **CITY STREETS CAPITAL RESERVE** | | | | | | | |
| 3320000 | 451100 | Investment Earnings | 662,416 | 682,300 | 702,800 | 3.0% | 723,900 | 3.0% |
| 3320000 | 482300 | City Contribution | 162,500 | 167,400 | 172,500 | 3.0% | 177,700 | 3.0% |
| 3320000 | 499900 | Transfers In | - | 110,000 | 110,000 | 0.0% | 110,000 | 0.0% |
| **TOTAL** | **CITY STREETS CAPITAL RESERVE** | | **824,916** | **959,700** | **985,300** | **2.7%** | **1,011,600** | **2.7%** |
| **333** | **CITY VEHICLES CAPITAL RESERVE** | | | | | | | |
| 3330000 | 451100 | Investment Earnings | 12,052 | 12,500 | 12,900 | 3.2% | 13,300 | 3.1% |
| 3330000 | 482300 | City Contribution | 162,500 | 167,400 | 172,500 | 3.0% | 177,700 | 3.0% |
| 3330000 | 499900 | Transfers In | - | 110,000 | 110,000 | 0.0% | 110,000 | 0.0% |
| **TOTAL** | **CITY VEHICLES CAPITAL RESERVE** | | **174,552** | **289,900** | **295,400** | **1.9%** | **301,000** | **1.9%** |
| **350** | **DISASTER RECOVERY RESERVE** | | | | | | | |
| 3500000 | 451100 | Investment Earnings | 17,457 | 18,000 | 18,600 | 3.3% | 19,200 | 3.2% |
| 3500000 | 482300 | City Contribution | 150,000 | 154,500 | 159,200 | 3.0% | 164,000 | 3.0% |
| 3500000 | 499900 | Transfers In | - | 110,000 | 110,000 | 0.0% | 110,000 | 0.0% |
| **TOTAL** | **DISASTER RECOVERY RESERVE** | | **167,457** | **282,500** | **287,800** | **1.9%** | **293,200** | **1.9%** |
| **453** | **DEBT SERVICE WHITEWATER RDA** | | | | | | | |
| 4530000 | 451100 | Investment Earnings | 101,535 | 104,600 | 107,800 | 3.1% | 111,100 | 3.1% |
| 4530000 | 499900 | Operating Transfers In | 8,401,602 | 9,200,000 | 9,900,000 | 7.6% | 10,197,000 | 3.0% |
| **TOTAL** | **DEBT SERVICE WHITEWATER RDA** | | **8,503,137** | **9,304,600** | **10,007,800** | **7.6%** | **10,308,100** | **3.0%** |
| **456** | **REDEVELOPMENT OBLIGATION RETIREMENT FUND** | | | | | | | |
| 4560000 | 411500 | Successor Agency Tax Increment | 9,154,376 | 9,200,000 | 9,900,000 | 7.6% | 10,197,000 | 3.0% |
| 4560000 | 499900 | Operating Transfers In | 661,303 | 1,000,000 | - | -100.0% | - | 0.0% |
| **TOTAL** | **REDEVELOPMENT OBLIGATION RETIREMENT FUND** | | **9,815,679** | **10,200,000** | **9,900,000** | **-2.9%** | **10,197,000** | **3.0%** |
| **460** | **IWFA DEBT SERVICE FUND** | | | | | | | |
| 4600000 | 451100 | Investment Earnings | 356,346 | 367,100 | 378,200 | 3.0% | 389,600 | 3.0% |
| 4600000 | 499900 | Operating Transfers | 977,439 | 980,000 | 980,000 | 0.0% | 980,000 | 0.0% |
| **TOTAL** | **IWFA DEBT SERVICE FUND** | | **1,333,785** | **1,347,100** | **1,358,200** | **0.8%** | **1,369,600** | **0.8%** |
| **560** | **INDIAN WELLS GOLF RESORT** | | | | | | | |
| 5600000 | 432000 | Resident Activities at IWGR | 12,000 | 12,000 | 12,000 | 0.0% | 12,000 | 0.0% |
| 5600000 | 451100 | Investment Earnings | (9,374) | 25,000 | 25,800 | 3.2% | 26,600 | 3.1% |
| 5600000 | 455000 | Operations | 22,421,045 | 16,748,000 | 18,231,000 | 8.9% | 18,778,000 | 3.0% |
| 5600000 | 476200 | RBC - Golf Fee | 1,200 | 1,300 | 1,400 | 7.7% | 1,500 | 7.1% |
| 5600000 | 481100 | Proceeds from Sale of Land | - | 3,010,000 | - | -100.0% | - | |
| 5600000 | 499900 | Transfers In | 2,069,781 | 3,480,000 | 4,000,000 | 14.9% | 4,000,000 | 0.0% |
| **TOTAL** | **INDIAN WELLS GOLF RESORT** | | **24,494,652** | **23,276,300** | **22,270,200** | **-4.3%** | **22,818,100** | 2.5% |

# Revenues

| Account | Number | | 2023/2024 Year End Actual | 2024/2025 Year End Estimate | 2025/2026 Projected Revenue | 2025/2026 v. 2024/2025 % change | 2026/2027 Projected Revenue | 2026/2027 v. 2025/2026 % change |
|---|---|---|---|---|---|---|---|---|
| **601** | **RETIREMENT BENEFIT** | | | | | | | |
| 6010000 | 451100 | Investment Earnings | 656,214 | 675,900 | 696,200 | 3.0% | 717,100 | 3.0% |
| 6010000 | 499900 | Operating Transfers | 1,224,686 | 1,000,000 | 1,000,000 | 0.0% | 1,000,000 | 0.0% |
| **TOTAL** | **RETIREMENT BENEFIT** | | **1,880,900** | **1,675,900** | **1,696,200** | **1.2%** | **1,717,100** | **1.2%** |
| **602** | **COMPENSATED ABSENCES RESERVE** | | | | | | | |
| 6020000 | 451100 | Investment Earnings | 29,246 | - | - | | - | |
| 6020000 | 499900 | Operating Transfers In | 102,584 | - | - | | - | |
| **TOTAL** | **COMPENSATED ABSENCES RESERVE** | | **131,830** | **-** | **-** | | **-** | |
| **TOTAL REVENUES** | | | **103,580,547** | **104,408,050** | **118,210,200** | **13.2%** | **107,908,071** | **-8.7%** |

City Council

## City Council Program

The City Council is composed of five members elected at-large to serve four-year terms, in accordance with the City Charter. Each year, the Council appoints a Mayor and Mayor Pro Tempore from among its members to serve one-year terms. The Mayor presides over all City Council meetings and serves as the City's official representative in all formal matters.

As the City's primary legislative authority, the City Council is responsible for establishing the policies, ordinances, and regulatory framework under which the City operates. The Council exercises authority over all legislative matters, including considering, approving, and adopting ordinances, resolutions, contracts, and decisions that shape City policy.

Beyond legislative responsibilities, Council Members actively participate in various boards and committees, including the Coachella Valley Association of Governments, the Greater Palm Springs Convention and Visitors Bureau, and the Riverside County Transportation Commission, among others. This involvement ensures that the City of Indian Wells and its neighboring communities uphold a high quality of life and maintain exceptional standards of governance and service.

The City Council is also responsible for appointing key leadership positions, including the City Manager and Attorney and members of various commissions, boards, and citizen advisory committees. These appointments facilitate broad-based community input and foster inclusive decision-making in City affairs.

To ensure strategic alignment with the City's objectives, the Council engages in an annual strategic planning program to establish and monitor City goals. These priorities are operationalized through a two-year budget cycle, which serves as the financial framework for implementing the City Council's goals and maintaining fiscal responsibility. The City Council Goals for 2026 include:

- Enhance the City's long-term sustainability
- Implement the 6th Cycle of the Housing Element
- Develop the Housing Element for the 7th Cycle (2029-2037)
- Address the Regional Housing Needs Assessment (RHNA) by developing strategies to extend affordability covenants at Indian Wells and Mountain View Villas
- Address the Regional Housing Needs Assessment by monitoring and supporting state legislation that gives cities more tools to meet RHNA requirements
- Develop new housing units in the community
- Review resident and guest rates
- Identify a dedicated funding source for the rehabilitation of the Celebrity Course
- Hire design consultants for various capital improvements
- Bring a major golf tournament to the Indian Wells Golf Resort
- Seek opportunities to activate the Celebrity Ballroom
- Install public art projects

- Grand opening celebration for the Players Course

## Program Staffing Allocations

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| 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 |
| **Total Full Time Equivalents** | **5.00** | **5.00** | **5.00** | **5.00** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | 2026/27 Estimate |
|---|---|---|---|---|
| **Committees** | | | | |
| Regional Committees | 4 | 3 | 3 | 3 |
| Coachella Valley Committees | 11 | 15 | 15 | 15 |
| Indian Wells Committees | 4 | 4 | 4 | 4 |
| Standing Committees | 4 | 4 | 4 | 4 |

# City Council Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1011101 512000 Council Compensation | 92,463 | 96,400 | | 99,300 | 3.0% | | 102,300 | 3.0% |
| 1011101 522000 FICA & Medicare | 7,073 | 7,400 | | 7,600 | 2.7% | | 7,900 | 3.9% |
| **Total Salary and Benefits** | **99,536** | **103,800** | | **106,900** | **3.0%** | | **110,200** | **3.1%** |
| 1011101 555000 Professional Development | 26,217 | 69,353 | | 82,000 | 18.2% | | 85,200 | 3.9% |
| CCCA Annual Municipal Seminar | | | 7,000 | | | 7,300 | | |
| CCCA Fall Educational Summit | | | 4,000 | | | 4,200 | | |
| CCCA Legislative Tour | | | 12,000 | | | 12,400 | | |
| City Council Meeting F&B Expenses | | | 4,000 | | | 4,200 | | |
| CVAG General Assembly | | | 500 | | | 600 | | |
| League of CA Cities-Annual Conference | | | 12,000 | | | 12,400 | | |
| League of CA Cities-Leaders Summit | | | 12,000 | | | 12,400 | | |
| League of CA Cities-New Mayor/Council Member Academy | | | 7,000 | | | 7,300 | | |
| League of CA Cities-Policy Committee/Board Meetings | | | 3,000 | | | 3,100 | | |
| League of CA Cities-Riverside County Division Meetings | | | 2,000 | | | 2,100 | | |
| Meetings & Conferences | | | 15,000 | | | 15,500 | | |
| Mobility 21 | | | 1,000 | | | 1,100 | | |
| SCAG Annual Regional Conference & General Assembly | | | 2,500 | | | 2,600 | | |
| 1011101 555200 Individual Council Events | 2,000 | 12,500 | | 25,000 | 100.0% | | 25,000 | 0.0% |
| Mayor | | | 5,000 | | | 5,000 | | |
| Mayor Pro Tem | | | 5,000 | | | 5,000 | | |
| Council Member | | | 5,000 | | | 5,000 | | |
| Council Member | | | 5,000 | | | 5,000 | | |
| Council Member | | | 5,000 | | | 5,000 | | |
| 1011101 559000 Miscellaneous Charges | 52,330 | 132,513 | | 100,800 | -23.9% | | 104,200 | 3.4% |
| Champions of Change | | | 1,500 | | | 1,600 | | |
| City Council Strategic Planning | | | 15,000 | | | 15,500 | | |
| Committee/Commissioner Annual Event | | | 10,000 | | | 10,300 | | |
| Cove Commission Annual Luncheon | | | 0 | | | 0 | | |
| Federal Legislative Trip | | | 20,000 | | | 20,600 | | |
| GCVCC Events | | | 6,000 | | | 6,200 | | |
| Indian Wells Charitable Events | | | 12,500 | | | 12,900 | | |
| IWGR Strategic Planning | | | 12,000 | | | 12,400 | | |
| Joslyn Center in Bloom Event | | | 3,000 | | | 3,100 | | |
| Joslyn Center Wine & All that Jazz Event | | | 3,000 | | | 3,100 | | |
| National Philanthropy Day | | | 1,800 | | | 1,900 | | |
| PDACC Peace Officer's Annual Luncheon | | | 1,000 | | | 1,100 | | |
| Senior Inspiration Awards | | | 5,000 | | | 5,200 | | |
| The Living Desert Annual Gala | | | 10,000 | | | 10,300 | | |
| 1011101 561000 Office Expense | 4,194 | 4,100 | | 4,300 | 4.9% | | 4,500 | 4.7% |
| **TOTAL GENERAL FUND** | **184,276** | **322,266** | | **319,000** | **-1.0%** | | **329,100** | **3.2%** |
| **Total City Council Program** | **184,276** | **322,266** | | **319,000** | **-1.0%** | | **329,100** | **3.2%** |

City Manager

## City Manager Program

The City Manager serves as the Chief Executive Officer of the City, overseeing the comprehensive administration of all municipal operations. As the head of the City Manager Program, this role encompasses the strategic planning, organization, and direction of all city functions to ensure effective governance and operational excellence. The City Manager is responsible for fostering the development of all personnel, continually assessing and refining the City's organizational structure, and implementing programs designed to enhance community well-being. Additional responsibilities include overseeing City contracting processes and directing employee relations to maintain a productive and collaborative workforce.

The City Manager's Office provides critical guidance to the City Council by presenting program recommendations, evaluating policy alternatives, and ensuring the successful implementation of initiatives adopted by the Council. The office also facilitates strategic planning sessions, prepares comprehensive staff reports, and oversees the execution of City goals and programs. Furthermore, the City Manager's Office monitors legislative activities at the state level, engages with the California Legislature and the Governor's Office, and prepares official position letters to advocate for the City's priorities.

## Initiatives

- Implementation of City Council Goals: Oversee the development and execution of priorities established during the Annual Strategic Planning Session, ensuring alignment with the City's long-term objectives.
- Community Safety Initiatives: Address public concerns regarding traffic management, including speeding, and enhance pedestrian and bicyclist safety measures.
- Legislative Advocacy: Monitor state legislation and collaborate with legislators to advocate for the priorities and interests of the City of Indian Wells.
- Economic Development: Actively identify, pursue, and negotiate economic development opportunities that support the City's fiscal health and growth.
- Golf Resort Enhancement: Advance initiatives to elevate the Indian Wells Golf Resort as a premier destination for golf, dining, and entertainment, benefiting both residents and visitors.
- Tourism and Marketing Expansion: Strengthen community outreach and enhance marketing strategies to promote Indian Wells as a leading tourist destination.
- Grant Acquisition: Pursue external funding opportunities to secure grants that help offset costs associated with capital improvement projects within the community.
- Professional Development: Foster a culture that prioritizes professional growth and development, ensuring that City staff are equipped with the skills and resources necessary for excellence in public service.

## Program Staffing Allocation

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| City Manager | 0.55 | 0.50 | 0.50 | 0.50 |
| Assistant City Manager | 0.40 | 0.40 | 0.40 | 0.40 |
| Senior Executive Assistant | 0.90 | 1.00 | 1.00 | 1.00 |
| Administrative Services Manager | 0.00 | 0.10 | 0.10 | 0.10 |
| Management Assistant | 0.00 | 0.20 | 0.20 | 0.20 |
| City Clerk | 0.20 | 0.00 | 0.00 | 0.00 |
| Receptionist | 0.10 | 0.20 | 0.20 | 0.20 |
| **Total Full Time Equivalents** | **2.15** | **2.40** | **2.40** | **2.40** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| City Manager Community Mtgs | 6 | 4 | 4 | 4 |
| Community Meetings | 8 | 12 | 10 | 10 |
| | | | | |
| **City Council Agenda** | | | | |
| City Council Regular Meetings | 11 | 12 | 12 | 12 |
| Public Hearing Items | 14 | 15 | 15 | 15 |
| Consent Calendar Items | 72 | 65 | 65 | 65 |
| General Business Items | 35 | 40 | 40 | 40 |
| Closed Session Items | 35 | 40 | 40 | 40 |
| City Council Special Meetings | 13 | 12 | 12 | 12 |
| | | | | |
| **Housing Authority Agenda** | | | | |
| Regular Meetings | 4 | 5 | 5 | 5 |
| Consent Calendar Items | 6 | 10 | 10 | 10 |
| General Business Items | 5 | 10 | 10 | 10 |
| Closed Session Items | 0 | 0 | 0 | 0 |
| Special Meetings | 2 | 2 | 2 | 2 |
| | | | | |
| **Legislative Engagement** | | | | |
| Support/Opposition Letters Sent | 13 | 11 | 11 | 11 |

# City Manager Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1012101 511000 Regular Employees | 317,505 | 469,200 | | 483,700 | 3.1% | | 498,300 | 3.0% |
| 1012101 521100 Retirement - Employer | 47,724 | 84,100 | | 86,600 | 3.0% | | 89,200 | 3.0% |
| 1012101 522000 FICA & Medicare | 21,067 | 35,900 | | 37,000 | 3.1% | | 38,200 | 3.2% |
| 1012101 523000 Group Insurance | 34,685 | 76,600 | | 78,900 | 3.0% | | 81,300 | 3.0% |
| 1012101 524000 OPEB Benefit | 90,688 | 103,400 | | 106,500 | 3.0% | | 109,700 | 3.0% |
| 1012101 525100 Retirement 401A | 15,737 | 22,700 | | 23,400 | 3.1% | | 24,200 | 3.4% |
| 1012101 526000 Vehicle/Cell Allowance | 4,509 | 6,000 | | 6,100 | 1.7% | | 6,300 | 3.3% |
| 1012101 526100 Employee FICA Benefit | 15,069 | 29,100 | | 30,000 | 3.1% | | 30,900 | 3.0% |
| 1012101 526200 HRA Medical Benefit | 1900 | 2,500 | | 2,500 | 0.0% | | 2,600 | 4.0% |
| **Total Salary and Benefits** | **548,884** | **829,500** | | **854,700** | **3.0%** | | **880,700** | **3.0%** |
| 1012101 531000 Professional Services | 42,018 | 103,600 | | 70,000 | -32.4% | | 72,200 | 3.1% |
| Joe A Gonsalves & Son Lobbyist Services | | | 45,000 | | | 46,400 | | |
| Other Services | | | 25,000 | | | 25,800 | | |
| 1012101 553000 Postage | 28 | 308 | | 400 | 29.9% | | 500 | 25.0% |
| 1012101 555000 Professional Development | 52,463 | 106,192 | | 114,300 | 7.6% | | 118,800 | 3.9% |
| CCCA Annual Municipal Seminar | | | 4,000 | | | 4,200 | | |
| CCCA City Manager's Summit | | | 500 | | | 600 | | |
| CCCA Fall Educational Summit | | | 7,300 | | | 7,600 | | |
| CCCA Legislative Tour | | | 14,500 | | | 15,000 | | |
| CCMF Board Meetings | | | 8,000 | | | 8,300 | | |
| CM Department Strategic Planning | | | 2,500 | | | 2,600 | | |
| Educational Reimbursements | | | 10,000 | | | 10,300 | | |
| Executive Team Strategic Planning | | | 5,000 | | | 5,200 | | |
| ICMA - Annual Conference | | | 13,500 | | | 14,000 | | |
| League of CA Cities - Annual Conference | | | 8,000 | | | 8,300 | | |
| League of CA Cities - City Manager's Conference | | | 12,500 | | | 12,900 | | |
| League of CA Cities - Policy Committee/Board Meetings | | | 2,500 | | | 2,600 | | |
| League of CA Cities - Riverside County Division Meetings | | | 1,500 | | | 1,600 | | |
| League of CA Cities New Mayor/Council Members Academy | | | 3,500 | | | 3,700 | | |
| League of CA Cities-Leaders Summit | | | 6,000 | | | 6,200 | | |
| Meetings & Conferences | | | 7,500 | | | 7,800 | | |
| MMASC | | | 7,000 | | | 7,300 | | |
| SCAG General Assembly | | | 500 | | | 600 | | |
| 1012101 557000 Membership & Dues | 4,333 | 7,586 | | 9,200 | 21.3% | | 10,000 | 8.7% |
| ASPA | | | 200 | | | 300 | | |
| CCMF | | | 2,000 | | | 2,100 | | |
| CSUSB Palm Desert Campus Advancement Board | | | 1,000 | | | 1,100 | | |
| IAAP | | | 200 | | | 300 | | |
| ICMA | | | 4,800 | | | 5,000 | | |
| IW Rotary | | | 500 | | | 600 | | |
| MMASC | | | 500 | | | 600 | | |
| 1012101 559000 Miscellaneous Charges | 6,357 | 16,144 | | 23,000 | 42.5% | | 23,800 | 3.5% |
| Federal Legislative Trip | | | 8,000 | | | 8,300 | | |
| Business Engagement | | | 15,000 | | | 15,500 | | |
| 1012101 561000 Office Expense | 996 | 2,639 | | 2,800 | 6.1% | | 2,900 | 3.6% |
| 1012101 562000 Reference Materials | 0 | 231 | | 300 | 29.9% | | 400 | 33.3% |
| 1012101 591600 Indirect Costs | 18,510 | 31,505 | | 35,900 | 14.0% | | 37,000 | 3.1% |
| **TOTAL GENERAL FUND** | **673,587** | **1,097,705** | | **1,110,600** | **1.2%** | | **1,146,300** | **3.2%** |
| **Total City Manager Program** | **673,587** | **1,097,705** | | **1,110,600** | **1.2%** | | **1,146,300** | **3.2%** |


Economic Development

## Economic Development Program

The Economic Development Division is dedicated to the enhancement and maintenance of the economic vitality of Indian Wells. Supporting local enterprises that contribute significantly to the workforce and bolster the city's General Fund is imperative, as a robust economy furnishes the necessary resources to provide services that ensure a high quality of life for residents. Under the stewardship of the Assistant City Manager, the Division is committed to strategic investments in economic development to guarantee the prosperity of Indian Wells' businesses and to maintain the city's appeal to prospective enterprises, residents, and tourists. To this end, the Economic Development Division collaborates closely with the Community Development Department and the city's Tourism Division.

## Initiatives

- Collaborate with Private Property Owners: Advance development opportunities that enhance the city's long-term financial outlook.
- Explore Funding Mechanisms: Investigate financial instruments to support ongoing development and infrastructure projects within the city.
- Engage with Local and Regional Partners: Foster a business and developer-friendly environment through active collaboration with local and regional stakeholders.

These initiatives are integral to the city's strategic planning efforts, which aim to align resources and funding priorities with the overarching goals of the community. The strategic plan serves as a blueprint for the city's two-year budget, ensuring that financial decisions are made with a clear understanding of the city's long-term objective

## Program Staffing Allocation

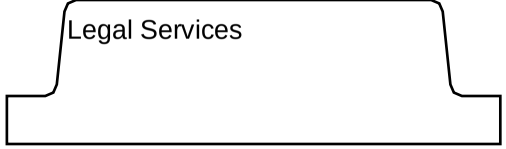
| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| City Manager | 0.10 | 0.10 | 0.10 | 0.10 |
| Assistant City Manager | 0.05 | 0.05 | 0.05 | 0.05 |
| Management Assistant | 0.00 | 0.10 | 0.10 | 0.10 |
| Administrative Services Manager | 0.00 | 0.10 | 0.10 | 0.10 |
| **Total Full Time Equivalents** | **0.15** | **0.35** | **0.35** | **0.35** |

## Workload Activity Measures

There are no Workload Activity Measures designated for this program

# Economic Development Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1012401 511000 Regular Employees | 70,382 | 72,600 | | 74,800 | 3.0% | | 77,100 | 3.1% |
| 1012401 521100 Retirement - Employer | 8,380 | 9,900 | | 10,200 | 3.0% | | 10,600 | 3.9% |
| 1012401 522000 FICA | 4,374 | 5,700 | | 5,800 | 1.8% | | 6,000 | 3.4% |
| 1012401 523000 Group Insurance | 8,435 | 13,900 | | 14,300 | 2.9% | | 14,800 | 3.5% |
| 1012401 524000 OPEB Benefit | 18,631 | 16,100 | | 16,500 | 2.5% | | 17,000 | 3.0% |
| 1012401 525100 Retirement 401A | 3,710 | 4,100 | | 4,200 | 2.4% | | 4,400 | 4.8% |
| 1012401 526000 Vehicle/Cell Allowance | 1,077 | 1,100 | | 1,100 | 0.0% | | 1,200 | 9.1% |
| 1012401 526100 Employee FICA Benefit | 3,156 | 4,600 | | 4,700 | 2.2% | | 4,900 | 4.3% |
| 1012401 526200 HRA Medical Benefit | 350 | 400 | | 400 | 0.0% | | 500 | 0.0% |
| **Total Salary and Benefits** | **118,496** | **128,400** | | **132,000** | **2.8%** | | **136,500** | **3.4%** |
| 1012401 531000 Professional Services | 29,300 | 92,400 | | 96,200 | 4.1% | | 99,200 | 3.1% |
| Bidding Services | | | 2,800 | | | 2,900 | | |
| Feasibility Studies | | | 75,000 | | | 77,300 | | |
| Greater Coachella Valley Chamber Business Efforts | | | 18,400 | | | 19,000 | | |
| 1012401 551200 Sponsorships | 13,000 | 10,250 | | 10,500 | 2.4% | | 10,900 | 3.8% |
| Coachella Valley Economic Partnership | | | 10,500 | | | 10,900 | | |
| 1012401 555000 Professional Development | 1,086 | 22,960 | | 24,200 | 5.4% | | 25,200 | 4.1% |
| CalED Conference | | | 4,300 | | | 4,500 | | |
| CalED Econ101 Certification | | | 3,200 | | | 3,300 | | |
| CVEP Economic Summit | | | 3,500 | | | 3,700 | | |
| ICSC Day Conferences | | | 2,200 | | | 2,300 | | |
| ISCS ReCON | | | 11,000 | | | 11,400 | | |
| 1012401 557000 Membership & Dues | 2,807 | 2,635 | | 3,200 | 21.4% | | 3,600 | 12.5% |
| CalED | | | 800 | | | 900 | | |
| Greater CV Chamber | | | 800 | | | 900 | | |
| ICSC | | | 700 | | | 800 | | |
| Indian Wells Chamber | | | 900 | | | 1,000 | | |
| 1012401 591600 Indirect Costs | 3,410 | 4,421 | | 5,100 | 15.4% | | 5,200 | 2.0% |
| **TOTAL GENERAL FUND** | **168,098** | **261,066** | | **271,200** | **3.9%** | | **280,600** | **3.5%** |
| **Total Economic Development** | **168,098** | **261,066** | | **271,200** | **3.9%** | | **280,600** | **3.5%** |


Legal Services

## Legal Services Program

Legal services for the City of Indian Wells are rendered through the City Manager's Department under a contractual agreement with Best Best & Krieger LLP (BB&K), a full-service law firm renowned for its extensive expertise in municipal law and governmental affairs.

Best Best & Krieger LLP offers comprehensive legal guidance to the City Council, City Manager, department heads, and staff, as well as to the Successor Agency to the Redevelopment Agency (RDA), the Planning Commission, and the Fire Access Maintenance District (FAMD). Services encompass a wide array of legal matters, including:

- Interpreting the legal implications of municipal actions or decisions.
- Ensuring compliance with the Ralph M. Brown Act and the Political Reform Act.
- Providing counsel on land use, zoning regulations, and environmental compliance.
- Drafting, reviewing, and analyzing contracts and other legal instruments.
- Representing the City in litigation proceedings as necessary.

Furthermore, the City Attorney assists in legislative processes by conducting legal research, reviewing, and preparing proposed ordinances, resolutions, policies, and related documents. He diligently examines and applies pertinent case law and legislation to recommend necessary amendments to the Municipal Code or the Policies and Procedures Manual, ensuring alignment with current legal standards. Additionally, he ensures that the City Council and City Manager remain informed on legal matters impacting the City.

It is noteworthy that legal services pertaining to code enforcement are integrated within the Code Enforcement Program, while those related to personnel issues are encompassed within the Human Resources Program. Separately, BB&K also serves as legal counsel to the Indian Wells Housing Authority.

## Initiatives

- Litigation Advisory: Providing strategic legal counsel to the City Council, City Manager, and various departments concerning ongoing and potential litigation involving the City of Indian Wells.
- Development Agreements: Collaborating with the City Manager and the Community Development Department in the formulation and negotiation of development agreements to facilitate prospective economic development projects within the community.
- Mandatory Training: Delivering training sessions to elected and appointed officials, as well as City employees, in accordance with state law requirements to ensure compliance and mitigate legal risks.

- Property and Entitlement Guidance: Offering legal advice to the City and the Housing Authority on matters related to property transactions and entitlement actions concerning future developments.
- Municipal Code Compliance: Conducting thorough reviews of the City's Municipal Code and recommending revisions to maintain compliance with evolving state legislation.

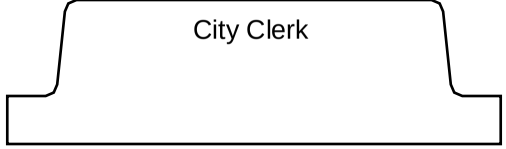
Through these initiatives, the City Attorney's Office remains steadfast in its commitment to upholding the legal integrity of the City of Indian Wells, ensuring that all municipal operations and decisions are conducted within the framework of applicable laws and regulations.

## Program Staffing Allocations

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| City Clerk | 0.25 | 0.10 | 0.10 | 0.10 |
| **Total Full Time Equivalents** | **0.25** | **0.10** | **0.10** | **0.10** |

## Legal Services Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1013101 511000 Regular Employees | 34,406 | 17,400 | | 17,900 | 2.9% | | 18,500 | 3.4% |
| 1013101 521100 Retirement - Employer | 5,804 | 3,200 | | 3,200 | 0.0% | | 3,300 | 3.1% |
| 1013101 522000 FICA | 2,759 | 1,400 | | 1,400 | 0.0% | | 1,500 | 7.1% |
| 1013101 523000 Group Insurance | 6,537 | 3,900 | | 4,000 | 2.6% | | 4,200 | 5.0% |
| 1013101 524000 OPEB Benefit | 10,025 | 3,900 | | 4,000 | 2.6% | | 4,200 | 5.0% |
| 1013101 525100 Retirement 401A | 860 | 500 | | 500 | 0.0% | | 600 | 20.0% |
| 1013101 526000 Vehicle/Cell Allowance | 935 | 400 | | 400 | 0.0% | | 500 | 25.0% |
| 1013101 526100 Employee FICA Benefit | 2,127 | 1,200 | | 1,200 | 0.0% | | 1,300 | 8.3% |
| 1013101 0526200 HRA Medical Benefit | 250 | 100 | | 100 | 0.0% | | 200 | 100.0% |
| **Total Salary and Benefits** | **63,705** | **32,000** | | **32,700** | **2.2%** | | **34,300** | **4.9%** |
| 1013101 531000 Professional Services | 346,403 | 422,886 | | 477,000 | 12.8% | | 500,900 | 5.0% |
| Attorney Services (General Retainer) | | | 342,000 | | | 359,100 | | |
| Cislo & Thomas | | | 35,000 | | | 36,800 | | |
| Potential Litigation (place holder) | | | 100,000 | | | 105,000 | | |
| 1013101 591600 Indirect Costs | 2,436 | 1,400 | | 1,500 | 7.1% | | 1,500 | 0.0% |
| **TOTAL GENERAL FUND** | **412,543** | **456,286** | | **511,200** | **12.0%** | | **536,700** | **5.0%** |
| **Total Legal Services Program** | **412,543** | **456,286** | | **511,200** | **12.0%** | | **536,700** | **5.0%** |


City Clerk

## City Clerk Program

The City Clerk's Office plays a critical role in ensuring the integrity, transparency, and compliance of municipal operations by providing professional and administrative support to the City Council, the Housing Authority (the "Authority"), and the Successor Agency to the Indian Wells Redevelopment Agency. The Office operates in strict adherence to the Public Records Act, the Political Reform Act, the Brown Act, and the Elections Code, ensuring compliance with all applicable legal and regulatory frameworks governing municipal governance.

Under the oversight of the City Manager's Department, the City Clerk's Office is entrusted with the comprehensive management of the City's legislative and administrative records. This includes maintaining and updating the City Municipal Code, overseeing contract management and records retention policies, issuing legal notices, and administering municipal elections in full accordance with state and local election laws. Additionally, the Office serves as the designated filing officer for campaign finance disclosures, Statements of Economic Interests, and other Fair Political Practices Commission (FPPC) reporting requirements, ensuring full regulatory compliance and public accountability.

Furthermore, the City Clerk's Office facilitates public access to municipal records and is responsible for coordinating responses to public records requests in accordance with statutory deadlines. The Office also administers the annual appointment process for resident members serving on City boards, commissions, and committees, ensuring equitable representation and adherence to established procedures.

## Initiatives

To further strengthen transparency, efficiency, and compliance, the City Clerk's Office is committed to the following key initiatives:

- Enhancing Election Integrity – Ensuring municipal elections are conducted in full compliance with federal, state, and local regulations while promoting accessibility and voter participation.
- Modernizing Records Management – Expanding the City's Records Management Program through digitization, archival enhancement, and the implementation of centralized document storage solutions to improve operational efficiency and data governance.
- Preserving Legislative History – Maintaining a comprehensive, verifiable record of City Council proceedings, including resolutions, ordinances, contracts, agreements, and real property transactions to support informed decision-making and policy continuity.
- Facilitating Public Access & Government Transparency – Providing stakeholders, including residents, businesses, and regulatory bodies, with streamlined access to government records, legislative documents, and public disclosures to reinforce accountability and trust in municipal governance.

## Program Staffing Allocations

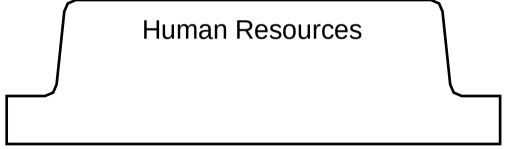
| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| City Clerk | 0.50 | 0.40 | 0.40 | 0.40 |
| Management Assistant | 0.00 | 0.00 | 0.00 | 0.00 |
| Receptionist | 0.90 | 0.40 | 0.40 | 0.40 |
| **Total Full Time Equivalents** | **1.40** | **0.80** | **0.80** | **0.80** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| Resolutions | 50 | 55 | 55 | 55 |
| Ordinances | 5 | 5 | 5 | 5 |
| Housing Resolutions | 1 | 2 | 2 | 2 |
| Contracts Processed | 151 | 150 | 150 | 150 |
| FPPC Filings | 48 | 50 | 50 | 50 |
| Public Records Requests | 154 | 160 | 160 | 160 |
| Legal Notices | 16 | 20 | 20 | 20 |
| Application-Committee Vacancy | 24 | 25 | 25 | 25 |
| | | | | |
| **Elections** | | | | |
| # of Council Candidates | 0 | 4 | 0 | 5 |
| # of Ballot Measures | 0 | 1 | 1 | 1 |
| # of FPPC Campaign Filings | 0 | 27 | 0 | 30 |

# City Clerk Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1012701 511000 Regular Employees | 122,885 | 180,500 | | 186,000 | 3.0% | | 191,600 | 3.0% |
| 1012701 521100 Retirement - Employer | 15,910 | 33,000 | | 34,000 | 3.0% | | 35,100 | 3.2% |
| 1012701 522000 FICA | 10,009 | 13,900 | | 14,300 | 2.9% | | 14,800 | 3.5% |
| 1012701 523000 Group Insurance | 29,152 | 53,000 | | 54,600 | 3.0% | | 56,300 | 3.1% |
| 1012701 524000 OPEB Benefit | 46,214 | 39,700 | | 40,900 | 3.0% | | 42,200 | 3.2% |
| 1012701 525100 Retirement 401A | 3,072 | 4,600 | | 4,700 | 2.2% | | 4,900 | 4.3% |
| 1012701 526000 Vehicle/Cell Allowance | 1,870 | 1,900 | | 1,900 | 0.0% | | 2,000 | 5.3% |
| 1012701 526100 Employee FICA Benefit | 7,596 | 11,300 | | 11,600 | 2.7% | | 12,000 | 3.4% |
| 1012701 526200 HRA Medical Benefit | 1,400 | 1,900 | | 1,900 | 0.0% | | 2,000 | 5.3% |
| **Total Salary and Benefits** | **238,108** | **339,800** | | **349,900** | **3.0%** | | **360,900** | **3.1%** |
| 1012701 531000 Professional Services | 23,214 | 43,837 | | 45,000 | 2.7% | | 46,400 | 3.1% |
| Video Management | | | 45,000 | | | 46,400 | | |
| 1012701 531020 Municipal Code Update | 0 | 0 | | 350,000 | | | 50,000 | -85.7% |
| Citywide Municipal Code Update | | | 350,000 | | | 50,000 | | |
| 1012701 533000 Other Contracted Services | 14,558 | 18,800 | | 20,000 | 6.4% | | 20,900 | 4.5% |
| Annual Record Retention Services | | | 1,000 | | | 1,100 | | |
| Digital Contract Processing | | | 4,000 | | | 4,200 | | |
| Muni Code Codification | | | 7,000 | | | 7,300 | | |
| Receptionist Temp Services | | | 8,000 | | | 8,300 | | |
| 1012701 551001 Legal Publications & Recording | 3,107 | 5,125 | | 5,000 | -2.4% | | 5,200 | 4.0% |
| Legal Publications/Recordings | | | 5,000 | | | 5,200 | | |
| 1012701 553000 Postage & Delivery | 40 | 205 | | 200 | -2.4% | | 300 | 50.0% |
| 1012701 555000 Professional Development | 9,178 | 12,000 | | 16,000 | 33.3% | | 16,600 | 3.8% |
| ICMA - Annual Conference | | | 4,500 | | | 4,700 | | |
| California Clerk Association Conference & Training | | | 3,000 | | | 3,100 | | |
| IIMC International Conference & Training | | | 3,000 | | | 3,100 | | |
| League of Cities-CCA Legislative Committee Member | | | 2,500 | | | 2,600 | | |
| MMASC Conference | | | 3,000 | | | 3,100 | | |
| 1012701 557000 Membership & Dues | 650 | 1,000 | | 1,300 | 30.0% | | 1,700 | 30.8% |
| CA Clerk Association | | | 400 | | | 500 | | |
| ICMA | | | 300 | | | 400 | | |
| IIMC | | | 400 | | | 500 | | |
| MMASC | | | 200 | | | 300 | | |
| 1012701 559100 Elections | 205 | 8,763 | | 15,000 | 71.2% | | 15,500 | 3.3% |
| 1012701 561000 Office Expense | 1,893 | 3,588 | | 2,500 | -30.3% | | 2,600 | 4.0% |
| Legislation Paper/Binders/Miscellaneous | | | 2,500 | | | 2,600 | | |
| 1012701 559000 Miscellaneous Charges | 0 | 0 | | 17,000 | | | 17,600 | 3.5% |
| Citywide Public Records Act Training | | | 10,000 | | | 10,300 | | |
| File Clean Up Day | | | 5,000 | | | 5,200 | | |
| IW Historic book project | | | 2,000 | | | 2,100 | | |
| 1012701 591600 Indirect Costs | 19,132 | 24,100 | | 27,300 | 13.3% | | 28,100 | 2.9% |
| **TOTAL GENERAL FUND** | **310,085** | **457,218** | | **849,200** | **85.7%** | | **565,800** | **-33.4%** |
| **Total City Clerk Program** | **310,085** | **457,218** | | **849,200** | **85.7%** | | **565,800** | **-33.4%** |


Human Resources

## 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 the 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.

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

## Initiatives

- Provide training and development opportunities for staff
- Participate in 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 | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Assistant City Manager | 0.05 | 0.05 | 0.05 | 0.05 |
| Senior Management Analyst | 0.10 | 0.00 | 0.00 | 0.00 |
| Administrative Services Manager | 0.00 | 0.10 | 0.10 | 0.10 |
| Management Assistant | 0.00 | 0.20 | 0.20 | 0.20 |
| **Total Full Time Equivalents** | **0.15** | **0.35** | **0.35** | **0.35** |

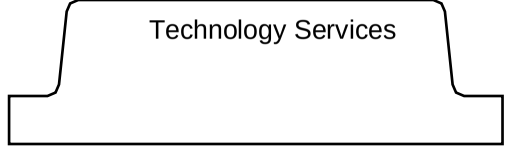
## Workload Activity Measures

| | FY2023/24 Actuals | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| Recruitments | 5 | 5 | 3 | 2 |
| Separations | 3 | 1 | 3 | 2 |
| Internal Staff Training | 23 | 25 | 25 | 25 |
| Regional Training* | 23 | 25 | 25 | 25 |

* Regional Staff Training is typically provided by the Liebert Cassidy Whitmore Consortium and ICMA's Coaching Webinar Series

## Human Resources Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1012501 511000 Regular Employees | 59,033 | 47,600 | | 49,000 | 2.9% | | 50,500 | 3.1% |
| 1012501 521100 Retirement - Employer | 7,105 | 8,400 | | 8,600 | 2.4% | | 8,900 | 3.5% |
| 1012501 522000 FICA | 4,409 | 3,600 | | 3,700 | 2.8% | | 3,900 | 5.4% |
| 1012501 523000 Group Insurance | 10,554 | 12,400 | | 12,700 | 2.4% | | 13,100 | 3.1% |
| 1012501 524000 OPEB Benefit | 15,740 | 10,300 | | 10,600 | 2.9% | | 11,000 | 3.8% |
| 1012501 525100 Retirement 401A | 1,476 | 1,200 | | 1,200 | 0.0% | | 1,300 | 8.3% |
| 1012501 526000 Vehicle/Cell Allowance | 717 | 400 | | 400 | 0.0% | | 500 | 25.0% |
| 1012501 526100 Employee FICA Benefit | 3,234 | 3,000 | | 3,000 | 0.0% | | 3,100 | 3.3% |
| 1012501 526200 HRA Medical Benefit | 350 | 400 | | 400 | 0.0% | | 500 | 25.0% |
| **Total Salary and Benefits** | **102,618** | **87,300** | | **89,600** | **2.6%** | | **92,800** | **3.6%** |
| 1012501 531000 Professional Services | 20,800 | 49,560 | | 96,500 | 94.7% | | 53,100 | -45.0% |
| Backgrounds, physicals | | | 1,500 | | | 1,600 | | |
| Legal Services | | | 50,000 | | | 51,500 | | |
| Workforce Analysis Study | | | 45,000 | | | 0 | | |
| 1012501 551002 Recruitment | 2,691 | 5,382 | | 7,100 | 31.9% | | 7,400 | 4.2% |
| Interview Panel Costs | | | 1,500 | | | 1,600 | | |
| Job Postings | | | 5,600 | | | 5,800 | | |
| 1012501 555000 Professional Development | 24,600 | 44,100 | | 58,300 | 32.2% | | 60,400 | 3.6% |
| CalPELRA Conference | | | 6,800 | | | 7,100 | | |
| CalPERS Education Forum | | | 11,100 | | | 11,500 | | |
| Citywide Staff Training | | | 11,900 | | | 12,300 | | |
| CJPIA Training | | | 2,500 | | | 2,600 | | |
| Disney Institute Training | | | 12,000 | | | 12,400 | | |
| Liebert Cassidy Whitmore Conference | | | 8,500 | | | 8,800 | | |
| SHRM (Society for Human Resource Management)Training | | | 5,500 | | | 5,700 | | |
| 1012501 557000 Membership & Dues | 7,032 | 7,600 | | 8,000 | 5.3% | | 8,500 | 6.3% |
| CalPELRA | | | 800 | | | 900 | | |
| Liebert, Cassidy Whitmore Consortium | | | 6,400 | | | 6,600 | | |
| SHRM (Society for Human Resource Management) | | | 300 | | | 400 | | |
| Survey Monkey | | | 500 | | | 600 | | |
| 1012501 559000 Employee Events | 28,134 | 31,000 | | 34,600 | 11.6% | | 35,900 | 3.8% |
| Employee Appreciation Dinner | | | 11,600 | | | 12,000 | | |
| Employee Awards | | | 4,100 | | | 4,300 | | |
| Employee Birthday Events | | | 3,300 | | | 3,400 | | |
| Employee Luncheons | | | 5,900 | | | 6,100 | | |
| Employee Sports | | | 1,700 | | | 1,800 | | |
| Employee Swearing In Events | | | 2,000 | | | 2,100 | | |
| Employee Wellness Week | | | 6,000 | | | 6,200 | | |
| 1012501 561000 Office Expense | 128 | 540 | | 600 | 11.1% | | 700 | 16.7% |
| 1012501 591600 Indirect Costs | 3,410 | 4,500 | | 5,100 | 13.3% | | 5,200 | 2.0% |
| **TOTAL GENERAL FUND** | **189,412** | **229,982** | | **299,800** | **30.4%** | | **264,000** | **-11.9%** |
| **Total Human Resources Program** | **189,412** | **229,982** | | **299,800** | **30.4%** | | **264,000** | **-11.9%** |


Technology Services

## Technology Services Program

Within the purview of the City Manager's Department, the Technology Services Program is entrusted with formulating comprehensive strategies, policies, and procedures to ensure the effective deployment of citywide information and communication technologies. This program delivers high-caliber electronic information, interactive services, and wireless communications to the City and affiliated governmental agencies, ensuring the highest levels of service to the public. It holds the mandate for providing strategic direction, establishing operational policies and standards, and orchestrating major citywide initiatives encompassing technology management.

By leveraging cutting-edge technologies, the program supports the City's mission-critical operations, enhances service delivery, and strengthens cybersecurity resilience. Its core mandate includes IT governance, enterprise architecture, and oversight of major citywide technology initiatives.

The Technology Services Program manages all annual IT support and maintenance contracts, ensuring seamless operation of the City's technology ecosystem. The program's procurement and administration scope include, but is not limited to:

- Enterprise IT hardware: Workstations, printers, servers, and network infrastructure (e.g., switches, firewalls, and routers).
- Software solutions: Enterprise applications, productivity suites, cybersecurity tools, and cloud services.
- Web and domain services: DNS (Domain Name System) management, SSL (Secure Sockets Layer) certification, and web security protocols.
- Unified Communications (UC): Email, VoIP (Voice over IP), messaging services, and video conferencing solutions.
- Multimedia and broadcasting: Digital content management, video production, and live-streaming infrastructure for Indian Wells Television (IWTV).
- Network engineering & cybersecurity: Administration of LAN/WAN, VPNs, intrusion detection systems (IDS), endpoint security, and disaster recovery solutions.
- Technical support & IT operations: End-user support, patch management, system performance monitoring, and IT service management (ITSM).
- Strategic Technology Initiatives

The program continuously evaluates emerging technologies to enhance operational efficiency, optimize IT spending, and future-proof the City's digital infrastructure. Recent industry trends—such as AI-driven automation, cloud computing, and Zero Trust security models—are integrated into the City's technology roadmap to ensure resilience and innovation.

## Initiatives

- Replace Hyperconverged Infrastructure (HCI) for improved storage, compute, networking, and management
- Increase bandwidth for Internet connectivity to improve City Hall services
- Implement emergency notification solution at City Hall
- Replace wireless infrastructure at City Hall
- City Council Chambers Technology Upgrade to replace audio and video solutions

## Program Staffing Allocation

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Information Technology Manager | 0.90 | 0.00 | 0.00 | 0.00 |
| Information Technology & Risk Manager | 0.00 | 0.70 | 0.70 | 0.70 |
| **Total Full Time Equivalents** | **0.90** | **0.70** | **0.70** | **0.70** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| **Meeting Recordings Produced** | | | | |
| City Council Meetings | 16 | 17 | 18 | 17 |
| Housing Authority Meetings | 4 | 4 | 4 | 4 |
| Other Recorded Public Meetings | 8 | 10 | 10 | 10 |
| **Web Page Visits** | | | | |
| Total Website Page Views | 52,392 | 55,000 | 60,000 | 65,000 |
| City Video Page Visits | 4,435 | 4,500 | 4,600 | 4,700 |
| **Technology Equipment Managed** | | | | |
| Workstations & Notebooks | 73 | 75 | 75 | 75 |
| Servers | 24 | 20 | 22 | 24 |
| VoIP Phones | 65 | 65 | 65 | 65 |
| **Phone Activity** | | | | |
| Incoming Calls | 8,790 | 9,576 | 8,500 | 8,000 |
| Outgoing Calls | 18,493 | 22,980 | 20,000 | 18,000 |
| **Email Traffic** | | | | |
| Good Mail Incoming | 863,876 | 900,000 | 950,000 | 1,000,000 |
| Malware / Phishing / Spam Incoming | 409,576 | 450,000 | 500,000 | 550,000 |
| Outbound | 151,584 | 175,000 | 200,000 | 225,000 |
| **Software Updates** | | | | |
| Workstations | 9,780 | 10,000 | 10,200 | 10,400 |
| Servers | 15,018 | 14,000 | 14,200 | 14,400 |

# Technology Services Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1012706 511000 Regular Employees | 201,524 | 140,100 | | 144,400 | 3.1% | | 148,800 | 3.0% |
| 1012706 521100 Retirement - Employer | 28,678 | 24,700 | | 25,400 | 2.8% | | 26,200 | 3.1% |
| 1012706 522000 FICA & Medicare | 12,602 | 10,800 | | 11,100 | 2.8% | | 11,500 | 3.6% |
| 1012706 523000 Group Insurance | 34,472 | 37,800 | | 38,900 | 2.9% | | 40,100 | 3.1% |
| 1012706 524000 OPEB Benefit | 60,051 | 30,900 | | 31,800 | 2.9% | | 32,800 | 3.1% |
| 1012706 525100 Retirement 401A | 5,038 | 3,600 | | 3,700 | 2.8% | | 3,900 | 5.4% |
| 1012706 526000 Vehicle/Cell Allowance | 1,273 | 1,000 | | 1,000 | 0.0% | | 1,100 | 10.0% |
| 1012706 526100 Employee FICA Benefit | 8,981 | 8,800 | | 9,000 | 2.3% | | 9,300 | 3.3% |
| 1012706 526200 HRA Medical Benefit | 950 | 700 | | 700 | 0.0% | | 800 | 0.0% |
| **Total Salary and Benefits** | **353,569** | **258,400** | | **266,000** | **2.9%** | | **274,500** | **3.2%** |
| 1012706 531000 Professional Services | 31,101 | 50,000 | | 116,500 | 133.0% | | 120,300 | 3.3% |
| Backup Maintenance and Storage | | | 12,000 | | | 12,400 | | |
| Domain Name Registrations, SSL Certificates, DNS Security | | | 4,000 | | | 4,200 | | |
| Firewall & Switch Maintenance | | | 3,500 | | | 3,700 | | |
| Technology and Audio & Visual Consulting | | | 65,000 | | | 67,000 | | |
| Web Streaming Maintenance and Support | | | 20,000 | | | 20,600 | | |
| Workstation Management and Maintenance | | | 12,000 | | | 12,400 | | |
| 1012706 541000 Office Equipment Maintenance | 539 | 3,000 | | 3,000 | 0.0% | | 3,100 | 3.3% |
| Office Equipment | | | 3,000 | | | 3,100 | | |
| 1012706 552000 Communications | 1,669 | 3,400 | | 3,500 | 2.9% | | 3,700 | 5.7% |
| Conference, Fax, and SMS Services | | | 3,500 | | | 3,700 | | |
| 1012706 552100 Communication Equipment | 20 | 2,000 | | 2,000 | 0.0% | | 2,100 | 5.0% |
| Communications Equipment | | | 2,000 | | | 2,100 | | |
| 1012706 555000 Professional Development | 3,956 | 4,900 | | 5,000 | 2.0% | | 5,200 | 4.0% |
| Professional Training | | | 5,000 | | | 5,200 | | |
| 1012706 561000 Office Expense | 521 | 3,000 | | 3,000 | 0.0% | | 3,100 | 3.3% |
| Printer and Copier Cartridges | | | 3,000 | | | 3,100 | | |
| 1012706 563000 Operating Materials | 35,196 | 39,800 | | 41,000 | 3.0% | | 42,300 | 3.2% |
| Antivirus Software Support | | | 6,000 | | | 6,200 | | |
| Software Licenses | | | 35,000 | | | 36,100 | | |
| 1012706 591600 Indirect Costs | 9,255 | 21,500 | | 24,400 | 13.5% | | 25,200 | 3.3% |
| **TOTAL GENERAL FUND** | **435,827** | **386,000** | | **464,400** | **20.3%** | | **479,500** | **3.3%** |
| **CAPITAL IMPROVEMENT FUND** | | | | | | | | |
| 3162706 565000 Minor Equipment | 66,487 | 180,683 | | 105,000 | -41.9% | | 108,300 | 3.1% |
| Audio/Video Equipment | | | 15,000 | | | 15,500 | | |
| Cybersecurity Solution | | | 30,000 | | | 30,900 | | |
| Network Hardware | | | 15,000 | | | 15,500 | | |
| Server Hardware Replacements | | | 25,000 | | | 25,800 | | |
| Workstation Hardware Replacement | | | 20,000 | | | 20,600 | | |
| **TOTAL CAPITAL IMPROVEMENT FUND** | **66,487** | **180,683** | | **105,000** | **-41.9%** | | **108,300** | **3.1%** |
| **Total Technology Services Program** | **502,314** | **566,683** | | **569,400** | **0.5%** | | **587,800** | **3.2%** |


Community Services

## Community Services Program

The Community Services Program operates under the strategic direction of the City Manager's Department and plays a vital role in shaping and maintaining the public image and brand identity of the City of Indian Wells. This program is responsible for overseeing all facets of public information, ensuring clear, consistent, and professional communication that reflects the City's values and strategic objectives.

Key responsibilities include facilitating all City communications, managing official citywide mailings, overseeing operations of Indian Wells Television (IWTV), and handling public and media relations. This includes coordinating interviews, supporting City Council public appearances and speeches, and executing the City's Communication Plan to ensure effective messaging across all platforms. The program also serves as the central hub for all external and internal communications, strengthening community engagement and fostering transparency.

Additionally, the Community Services Program is responsible for the comprehensive management of the City's website. This includes designing, updating, and executing edits through a contracted Content Management System (CMS), which enables internal staff to make timely updates. All associated databases are maintained using this system, ensuring streamlined operations and efficiency. Furthermore, all electronic communications, including E-Blasts, are managed and distributed internally to ensure consistent messaging across the organization.

## Initiatives

- Website and CMS Management: Ensure the City's website remains user-friendly, up-to-date, and reflective of the City's commitment to transparency and public engagement. Oversee all content updates through an efficient and secure Content Management System (CMS).
- Enhanced Communication Programs: Expand and refine special communication initiatives, including social media outreach, to foster greater community interaction and strengthen the City's digital presence.
- Staff Training for Public Engagement: Implement targeted training programs to improve staff communication skills, ensuring that all public interactions reflect the professionalism and high standards of the City.
- Contract Oversight for Communications: Manage and evaluate communication-related contracts to guarantee the delivery of high-quality, cost-effective services that align with the City's goals and expectations.

## Program Staffing Allocation

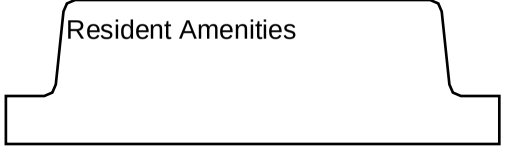
| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Assistant City Manager | 0.05 | 0.05 | 0.05 | 0.05 |
| Senior Management Analyst | 0.30 | 0.30 | 0.30 | 0.30 |
| **Total Full Time Equivalents** | **0.35** | **0.35** | **0.35** | **0.35** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| Resident E-mail Database | 7,354 | 8,150 | 8,200 | 8,300 |
| "Contact Us" Communication | 154 | 160 | 160 | 160 |
| Press Releases/E-Blasts to Media | 18 | 20 | 20 | 20 |
| Media Interview Requets | 10 | 15 | 15 | 15 |
| Sponsorships Executed | 11 | 10 | 9 | 9 |
| Tennis Ticket Distribution | 6,718 | 6,718 | 6,718 | 6,718 |
| DTH Ticket Distribution | 104 | 104 | 104 | 104 |
| Firebirds Ticket Distribution | 600 | 600 | 600 | 600 |
| | | | | |
| **City Communication** | | | | |
| Newsletters | 5 | 8 | 12 | 12 |
| Mailers | 6 | 5 | 5 | 5 |
| E-Blasts | 275 | 300 | 325 | 325 |
| Average Open Rate % | 54 | 61 | 65 | 65 |
| Surveys | 1 | 0 | 0 | 0 |
| Resident Facebook Likes | 25K | 27K | 28K | 30K |
| Nixel | 3,555 | 4,700 | 4,750 | 4,750 |
| City Following on X | 4,850 | 5,150 | 5,200 | 5,200 |
| City following on NextDoor | 2,975 | 4,000 | 4,100 | 4,100 |

# Community Services Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1012702 511000 Regular Employees | 50,047 | 54,300 | | 55,900 | 2.9% | | 57,600 | 3.0% |
| 1012702 521100 Retirement - Employer | 8,298 | 9,600 | | 9,800 | 2.1% | | 10,100 | 3.1% |
| 1012702 522000 FICA | 3,913 | 4,200 | | 4,300 | 2.4% | | 4,500 | 4.7% |
| 1012702 523000 Group Insurance | 12,447 | 17,500 | | 18,000 | 2.9% | | 18,600 | 3.3% |
| 1012702 524000 OPEB Benefit | 14,130 | 12,000 | | 12,300 | 2.5% | | 12,700 | 3.3% |
| 1012702 525100 Retirement 401A | 1,251 | 1,400 | | 1,400 | 0.0% | | 1,500 | 7.1% |
| 1012702 526000 Vehicle/Cell Allowance | 421 | 500 | | 500 | 0.0% | | 600 | 20.0% |
| 1012702 526100 Employee FICA Benefit | 2,914 | 3,400 | | 3,500 | 2.9% | | 3,700 | 5.7% |
| 1012702 526200 HRA Medical Benefit | 650 | 400 | | 400 | 0.0% | | 500 | 25.0% |
| **Total Salary and Benefits** | **94,070** | **103,300** | | **106,100** | **2.7%** | | **109,800** | **3.5%** |
| 1012702 531002 Community Engagement | 157,573 | 229,725 | | 333,700 | 45.3% | | 287,200 | -13.9% |
| Communications & Creative Design | | | 200,000 | | | 206,000 | | |
| Engagement Tools | | | 26,500 | | | 27,300 | | |
| Notification Services | | | 5,200 | | | 5,400 | | |
| State of the City (GCVCC) | | | 30,000 | | | 30,900 | | |
| Website Redesign | | | 55,000 | | | - | | |
| Website | | | 9,000 | | | 9,300 | | |
| Website Compliance | | | 8,000 | | | 8,300 | | |
| 1012702 551000 Advertising & Promotions | 8,765 | 9,100 | | 9,500 | 4.4% | | 9,900 | 4.2% |
| Palm Springs Life Annual City Guide | | | 4,500 | | | 4,700 | | |
| Palm Springs Life Annual Visitor Guide | | | 5,000 | | | 5,200 | | |
| 1012702 551200 Sponsorships | 345,123 | 595,700 | | 473,800 | -20.5% | | 484,200 | 2.2% |
| Desert Forum / Desert Town Hall | | | 37,000 | | | 38,200 | | |
| Epson Tour Sponsorship | | | 153,300 | | | 153,300 | | |
| Firebirds | | | 169,000 | | | 175,000 | | |
| Joslyn Senior Center - Operating | | | 19,000 | | | 19,600 | | |
| Joslyn Senior Center - Facility Improvements | | | 25,000 | | | 25,800 | | |
| Modernism | | | 5,000 | | | 5,200 | | |
| Palm Desert 4th of July | | | 2,500 | | | 2,600 | | |
| BNP Paribas Deliverables | | | 50,000 | | | 51,500 | | |
| Gerald Ford School | | | 10,000 | | | 10,000 | | |
| Alan Seman's Bus Pass Program | | | 3,000 | | | 3,000 | | |
| 1012702 553000 Postage & Delivery | 2,862 | 15,000 | | 15,500 | 3.3% | | 16,000 | 3.2% |
| 1012702 554000 Printing | - | 10,250 | | 10,600 | 3.4% | | 11,000 | 3.8% |
| 1012702 555000 Professional Development | 2,227 | 3,000 | | 3,100 | 3.3% | | 3,200 | 3.2% |
| 1012702 561000 Office Expense | 272 | 1,000 | | 1,100 | 10.0% | | 1,200 | 9.1% |
| 1012702 591600 Indirect Costs | 3,410 | 4,450 | | 5,100 | 14.6% | | 5,200 | 2.0% |
| **TOTAL GENERAL FUND** | **614,302** | **971,525** | | **958,500** | **-1.3%** | | **927,700** | **-3.2%** |
| **Total Community Services Program** | **614,302** | **971,525** | | **958,500** | **-1.3%** | | **927,700** | **-3.2%** |


Resident Amenities

## 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, Desert Town Hall, parties, and socials. The Community Services Department oversees a committee of five (5) residents and one (1) City Council member. This committee creates events, outings, and educational opportunities to engage a wide variety of residents with the goal of bonding the community together.

## Initiatives

- Continue to empower the Community Activities Committee with authority to design and enhance budgeted resident events
- Research a variety of activities and educational opportunities
- Work with partners like Desert Recreation District and IWGR to bring more "entertainment and recreation" that the community can participate in
- Look to committee to initiate other cost-neutral events and amenities
- Conduct periodical resident surveys to help guide programs

## Program Staffing Allocation

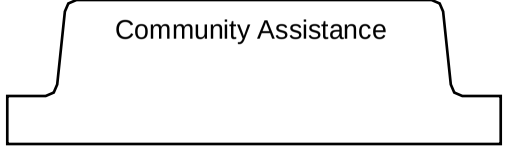
| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Assistant City Manager | 0.05 | 0.05 | 0.05 | 0.05 |
| Senior Executive Assistant | 0.05 | 0.00 | 0.00 | 0.00 |
| Senior Management Analyst | 0.30 | 0.30 | 0.30 | 0.30 |
| Management Assistant | 0.50 | 0.50 | 0.50 | 0.50 |
| City Clerk | 0.00 | 0.30 | 0.30 | 0.30 |
| Receptionist | 0.00 | 0.30 | 0.30 | 0.30 |
| **Total Full Time Equivalents** | **0.90** | **1.45** | **1.45** | **1.45** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| **City Events** | | | | |
| Wildlights Ticket Distribution | 400 | 560 | 560 | 570 |
| Number of Resident Events | 14 | 20 | 20 | 20 |
| Total Attendance | 1,921 | 2,200 | 2,200 | 2,200 |
| | | | | |
| **Shred Events** | | | | |
| Number of Residents | 410 | 420 | 420 | 420 |
| Amount in tons | 9.2 | 9.5 | 9.5 | 9.5 |

# Resident Amenities Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1012703 511000 Regular Employees | 70,179 | 54,300 | | 55,900 | 2.9% | | 57,600 | 3.0% |
| 1012703 521100 Retirement - Employer | 10,325 | 9,600 | | 9,800 | 2.1% | | 10,100 | 3.1% |
| 1012703 522000 FICA | 5,520 | 4,200 | | 4,300 | 2.4% | | 4,500 | 4.7% |
| 1012703 523000 Group Insurance | 17,193 | 17,500 | | 18,000 | 2.9% | | 18,600 | 3.3% |
| 1012703 524000 OPEB Benefit | 24,030 | 12,000 | | 12,300 | 2.5% | | 12,700 | 3.3% |
| 1012703 525100 Retirement 401A | 1,755 | 1,400 | | 1,400 | 0.0% | | 1,500 | 7.1% |
| 1012703 526000 Vehicle/Cell Allowance | 421 | 500 | | 500 | 0.0% | | 600 | 20.0% |
| 1012703 526100 Employee FICA Benefit | 4,169 | 3,400 | | 3,500 | 2.9% | | 3,700 | 5.7% |
| 1012703 526200 HRA Medical Benefit | 700 | 400 | | 400 | 0.0% | | 500 | 25.0% |
| **Total Salary and Benefits** | **134,291** | **103,300** | | **106,100** | **2.7%** | | **109,800** | **3.5%** |
| 1012703 551100 Resident Amenities | 3,316,602 | 245,000 | | 392,500 | 60.2% | | 404,900 | 3.2% |
| Arbor Day Celebration | | | 3,000 | | | 3,100 | | |
| Author Speaking Series | | | 8,000 | | | 8,300 | | |
| Cool to be Hot Resident Social | | | 10,000 | | | 10,300 | | |
| End of Season Party | | | 40,000 | | | 41,200 | | |
| Expanded Resident Events | | | 25,000 | | | 25,800 | | |
| HOA Workshop | | | 2,000 | | | 2,100 | | |
| Holiday Decorations Expansion Program | | | 100,000 | | | 103,000 | | |
| Indian Wells Preservation Foundation Partnership Funding | | | 11,000 | | | 11,400 | | |
| Indian Wells Wellness Week | | | 10,000 | | | 10,300 | | |
| IWGR Food & Beverage Resident Discount | | | 57,000 | | | 58,800 | | |
| IWGR Merchandise Resident Discount | | | 40,000 | | | 41,200 | | |
| Movie on Greens | | | 3,000 | | | 3,100 | | |
| Palms Springs Air Museum Resident Day | | | 2,000 | | | 2,100 | | |
| Resident Bus Tours | | | 4,000 | | | 4,200 | | |
| Resident Yoga Events | | | 1,500 | | | 1,600 | | |
| Veterans/Memorial Day Ceremonies | | | 27,000 | | | 27,900 | | |
| Welcome Back Party | | | 40,000 | | | 41,200 | | |
| Wildlights Tickets | | | 9,000 | | | 9,300 | | |
| 1012703 555000 Professional Development | - | - | | 6,000 | | | 6,200 | 3.3% |
| Community Services Conference & Training | | | 6,000 | | | 6,200 | | |
| 1012703 591600 Indirect Costs | 6,819 | 4,600 | | 5,100 | 10.9% | | 5,200 | 2.0% |
| **TOTAL GENERAL FUND** | **3,457,712** | **352,900** | | **509,700** | **44.4%** | | **526,100** | **3.2%** |
| **Total Resident Amenities Program** | **3,457,712** | **352,900** | | **509,700** | **44.4%** | | **526,100** | **3.2%** |


Community Assistance

## Community Assistance Program

The Community Assistance Program serves as a cornerstone of the City of Indian Wells' commitment to supporting community organizations and initiatives through its Grants-in-Aid program. This program reflects the City's dedication to fostering partnerships that enhance the well-being, development, and overall quality of life for residents and the surrounding community.

The program's budget is established on an annual basis, subject to review and approval during the City's formal budget process. Oversight and administration of the program, including managing the application process and all applicant communications, are handled by the City Manager's Department. This ensures a consistent, transparent, and equitable process aligned with the City's strategic priorities and financial guidelines.

A key component of the program is its governance structure, which includes oversight by a five-member resident committee. This committee is tasked with conducting a comprehensive and impartial review of all submitted applications. It is composed of respected community members, with one (1) non-voting City Council member serving in an advisory capacity. This structure promotes fairness, accountability, and a diverse range of perspectives in the evaluation process. Following a thorough assessment, the committee presents funding recommendations to the City Council for final approval.

## Initiatives

- Expand Outreach for Grants-in-Aid Program: Strengthen promotional efforts to broaden awareness of the program, ensuring it reaches a wider pool of eligible applicants. This initiative aims to increase participation from diverse community organizations, enhancing the program's impact across the City.

## Program Staffing Allocation

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Assistant City Manager | 0.05 | 0.00 | 0.00 | 0.00 |
| City Clerk | 0.00 | 0.20 | 0.20 | 0.20 |
| Senior Executive Assistant | 0.05 | 0.00 | 0.00 | 0.00 |
| Senior Management Analyst | 0.10 | 0.00 | 0.00 | 0.00 |
| Management Assistant | 0.50 | 0.50 | 0.50 | 0.50 |
| Receptionist | 0.00 | 0.10 | 0.10 | 0.10 |
| **Total Full Time Equivalents** | **0.70** | **0.80** | **0.80** | **0.80** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| **Grant Requests** | | | | |
| Applications | 23 | 29 | 30 | 31 |
| Organizations Funded | 19 | 19 | 20 | 21 |

## Community Assistance Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1012707 511000 Regular Employees | 62,191 | 77,600 | | 80,000 | 3.1% | | 82,400 | 3.0% |
| 1012707 521100 Retirement - Employer | 7,261 | 13,200 | | 13,600 | 3.0% | | 14,100 | 3.7% |
| 1012707 522000 FICA | 4,866 | 6,000 | | 6,100 | 1.7% | | 6,300 | 3.3% |
| 1012707 523000 Group Insurance | 13,460 | 25,000 | | 25,700 | 2.8% | | 26,500 | 3.1% |
| 1012707 524000 OPEB Benefit | 22,643 | 16,900 | | 17,400 | 3.0% | | 18,000 | 3.4% |
| 1012707 525100 Retirement 401A | 1,555 | 2,000 | | 2,000 | 0.0% | | 2,100 | 5.0% |
| 1012707 526000 Vehicle/Cell Allowance | 343 | 800 | | 800 | 0.0% | | 900 | 12.5% |
| 1012707 526100 Employee FICA Benefit | 3,708 | 4,800 | | 4,900 | 2.1% | | 5,100 | 4.1% |
| 1012707 526200 HRA Medical Benefit | 400 | 700 | | 700 | 0.0% | | 800 | 14.3% |
| **Total Salary and Benefits** | **116,426** | **147,000** | | **151,200** | **2.9%** | | **156,200** | **3.3%** |
| 1012707 592000 Community Assistance Programs | 497,835 | 313,000 | | 230,000 | -26.5% | | 200,000 | -13.0% |
| Grants in Aid | | | 160,000 | | | 160,000 | | |
| City Council Contributions | | | 40,000 | | | 40,000 | | |
| City Council Contributions - Prior Year Carry Forwards | | | 30,000 | | | - | | |
| 1012707 591600 Indirect Costs | 6,819 | 8,875 | | 10,100 | 13.8% | | 10,400 | 3.0% |
| **TOTAL GENERAL FUND** | **621,081** | **468,875** | | **391,300** | **-16.5%** | | **366,600** | **-6.3%** |
| **Total Community Assistance Program** | **621,081** | **468,875** | | **391,300** | **-16.5%** | | **366,600** | **-6.3%** |


Tourism

## Tourism Program

The Tourism Program of the City of Indian Wells is strategically designed to support the City's resort partners and drive growth in Transient Occupancy Tax (TOT) revenue. This program focuses on strengthening the City's brand positioning, fostering tourism demand, and enhancing awareness of Indian Wells as a premier global destination. The program aims to attract both leisure and group markets through targeted brand development and strategic marketing initiatives, maximizing economic impact for the City and its resort partners.

The City collaborates closely with key stakeholders, including the Greater Palm Springs Convention and Visitors Bureau (CVB), the Indian Wells Golf Resort, and the Indian Wells Tennis Garden. This collaboration ensures a cohesive approach to brand promotion, market engagement, and destination development. The City Manager's Department oversees the program's execution, with strategic guidance from the Marketing Committee, which comprises resort General Managers, Directors of Sales, and two City Council members.

## Initiatives

Leverage Strategic Partnerships to Enhance Brand Visibility

- Strengthen collaboration with the CVB to elevate Indian Wells' presence in both leisure and group markets. This partnership focuses on reinforcing the City's image as a world-class destination renowned for luxury, outdoor recreation, and premier event experiences.

Leisure Market Development

- Continue to prioritize the drive market by promoting Indian Wells' key attractions—golf and tennis—which have seen increased popularity as travelers seek outdoor experiences.
- Focus on expanding market share in golf tourism and wedding events, capitalizing on Indian Wells' premier venues and reputation as a luxury destination for special occasions.
- Continuously evaluate and pursue new leisure marketing opportunities to diversify the City's appeal and expand its reach.

Group Market Engagement

- Maintain active engagement with event planners to ensure Indian Wells remains a competitive and attractive destination for future conferences and group events.
- Capitalize on increased accessibility due to new flight routes into Palm Springs International Airport, which is anticipated to accelerate group demand within a projected three-year growth cycle.

- Implement a multi-faceted group marketing strategy, including in-person Familiarization (FAM) tours, targeted newsletters, expanded partnerships with CVENT (the largest meeting planner sourcing platform), and visibility through industry trade publications.

## Program Staffing Allocation

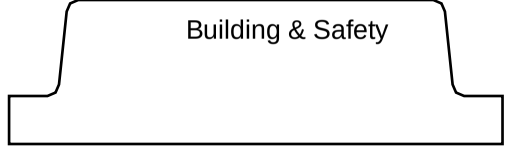
| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Assistant City Manager | 0.05 | 0.05 | 0.05 | 0.05 |
| Senior Management Analyst | 0.30 | 0.40 | 0.40 | 0.40 |
| **Total Full Time Equivalents** | **0.35** | **0.45** | **0.45** | **0.45** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| **Social Media** | | | | |
| Facebook Followers | 15K | 27K | 28K | 28K |
| Facebook Impressions | 20,671,473 | 21,000,000 | 22,000,000 | 22,000,000 |
| Instagram Followers | 12K | 14K | 15K | 15K |
| Instagram Impressions | 1,796,651 | 1,800,000 | 1,900,000 | 1,900,000 |
| Linkedin Followers | 485 | 565 | 600 | 600 |
| Linkedin Impressions | 483,514 | 500,000 | 520,000 | 520,000 |
| **Leisure/Group Marketing** | | | | |
| Leisure Digital Marketing Impressio | 6,584,698 | 6,590,000 | 7,000,000 | 7,000,000 |
| Group Marketing Impressions | 4,076,466 | 4,100,000 | 4,600,000 | 4,600,000 |
| New Blogs | 4 | 6 | 6 | 6 |
| **Group** | | | | |
| Meeting Planner Communications | 2 | 3 | 4 | 4 |
| Meeting Planner Event | 2 | 1 | 1 | 1 |
| City Incentives | 22 | 30 | 30 | 30 |
| City Incentive Room Nights | 51,449 | 76,500 | 76,500 | 76,500 |
| City Incentive TOT (ROI) | $ 1,120,304 | $ 1,542,000 | $ 1,542,000 | $ 1,542,000 |

# Tourism Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1012709 511000 Regular Employees | 50,048 | 68,200 | | 70,300 | 3.1% | | 72,500 | 3.1% |
| 1012709 521100 Retirement - Employer | 8,298 | 12,000 | | 12,300 | 2.5% | | 12,700 | 3.3% |
| 1012709 522000 FICA | 3,938 | 5,300 | | 5,400 | 1.9% | | 5,600 | 3.7% |
| 1012709 523000 Group Insurance | 12,446 | 22,700 | | 23,300 | 2.6% | | 24,000 | 3.0% |
| 1012709 524000 OPEB Benefit | 14,130 | 15,100 | | 15,500 | 2.6% | | 16,000 | 3.2% |
| 1012709 525100 Retirement 401A | 1,251 | 1,800 | | 1,800 | 0.0% | | 1,900 | 5.6% |
| 1012709 526000 Vehicle/Cell Allowance | 421 | 500 | | 500 | 0.0% | | 600 | 20.0% |
| 1012709 526100 Employee FICA Benefit | 2,913 | 4,300 | | 4,400 | 2.3% | | 4,600 | 4.5% |
| 1012709 526200 HRA Medical Benefit | 650 | 500 | | 500 | 0.0% | | 600 | 0.0% |
| **Total Salary and Benefits** | **94,096** | **130,400** | | **134,000** | **2.8%** | | **138,500** | 3.4% |
| 1012709 531000 Professional Services | 123,815 | 201,925 | | 238,000 | 17.9% | | 245,200 | 3.0% |
| Sister City Program | | | 30,000 | | | 30,900 | | |
| Visit Greater Palm Springs | | | 208,000 | | | 214,300 | | |
| 1012709 551003 Advertising & Promotion | 517,927 | 239,850 | | 239,000 | -0.4% | | 246,400 | 3.1% |
| Co-Ops | | | 42,000 | | | 43,300 | | |
| CVENT | | | 25,000 | | | 25,800 | | |
| Digital Ads | | | 48,000 | | | 49,500 | | |
| Public Relations | | | 20,000 | | | 20,600 | | |
| Social Media | | | 50,000 | | | 51,500 | | |
| Tennis Marketing | | | 26,000 | | | 26,800 | | |
| Video Assets | | | 25,000 | | | 25,800 | | |
| Wedding Wire | | | 3,000 | | | 3,100 | | |
| 1012709 552001 Group Incentive | 294,999 | 174,300 | | 160,000 | -8.2% | | 164,900 | 3.1% |
| Familiarization Tours | | | 50,000 | | | 51,500 | | |
| Group Incentives | | | 50,000 | | | 51,500 | | |
| Restaurant Week | | | 5,000 | | | 5,200 | | |
| Spa Week | | | 5,000 | | | 5,200 | | |
| Tourism Events | | | 50,000 | | | 51,500 | | |
| 1012709 553000 Postage & Delivery | - | 10,250 | | 10,000 | -2.4% | | 10,000 | 0.0% |
| 1012709 554000 Printing | - | 5,000 | | 5,000 | 0.0% | | 5,000 | 0.0% |
| 1012709 555000 Professional Development | 6,996 | 7,700 | | 8,000 | 3.9% | | 8,300 | 3.8% |
| 1012709 592500 Contributions | 325,720 | 341,000 | | 354,000 | 3.8% | | 364,000 | 2.8% |
| Visit Greater Palm Springs Tourism Business Improvement District (TBID) | | | 354,000 | | | 364,000 | | |
| 1012709 591600 Indirect Costs | 3,410 | 5,820 | | 6,500 | 11.7% | | 6,700 | 3.1% |
| **TOTAL GENERAL FUND** | **1,366,962** | **1,116,245** | | **1,154,500** | **3.4%** | | **1,189,000** | **3.0%** |
| **Total Tourism Program** | **1,366,962** | **1,116,245** | | **1,154,500** | **3.4%** | | **1,189,000** | **3.0%** |


Building & Safety

## 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, conducting 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 County Fire and Health Departments, Coachella Valley Water District, utility providers, etc.

## Initiatives

- Become more proactive investigating construction activity to ensure proper permits have been issued and to better inform contractors about the City's permitting and inspection requirements.
- Develop fully automated online permitting system to streamline application processing and facilitate digital plan check integration between Planning, Building and Public Works.
- Implement an online inspection request and tracking process.
- Implement a streamlined review and permitting process for accessory dwelling units (ADUs) to support housing production by reducing approval timelines, creating standardized plan options, and enhancing customer service for applicants.

## Program Staffing Allocation

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Community Development Director | 0.25 | 0.25 | 0.25 | 0.25 |
| Building Inspector I/Code Enforcement | 0.70 | 0.70 | 0.70 | 0.70 |
| Permit Technician II | 0.75 | 0.75 | 0.75 | 0.75 |
| Bldg & Code Enforcement Mgr | 0.70 | 0.70 | 0.70 | 0.70 |
| Permit Technician I | 0.30 | 0.00 | 0.00 | 0.00 |
| Senior Administrative Assistant | 0.30 | 0.30 | 0.30 | 0.30 |
| **Total Full Time Equivalents** | **3.00** | **2.70** | **2.70** | **2.70** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| Permits Issued | 887 | 952 | 952 | 952 |
| Permit Valuation | $ 141,492,508 | $59,837,228 | $59,837,228 | $59,837,228 |
| Plan Checks | 233 | 310 | 310 | 310 |
| Inspections Performed | 5,497 | 5,472 | 5,472 | 5,472 |
| Average Daily Inspections | 23 | 23 | 23 | 23 |
| New Dwelling Units | 8 | 8 | 8 | 8 |

# Building & Safety Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1014201 511000 Regular Employees | 316,163 | 361,800 | | 372,900 | 3.1% | | 384,100 | 3.0% |
| 1014201 521100 Retirement - Employer | 34,674 | 41,200 | | 42,400 | 2.9% | | 43,700 | 3.1% |
| 1014201 522000 FICA | 25,311 | 27,800 | | 28,600 | 2.9% | | 29,500 | 3.1% |
| 1014201 523000 Group Insurance | 68,566 | 101,200 | | 104,300 | 3.1% | | 107,500 | 3.1% |
| 1014201 524000 OPEB Benefit | 103,927 | 79,700 | | 82,100 | 3.0% | | 84,600 | 3.0% |
| 1014201 525100 Retirement 401A | 7,904 | 9,200 | | 9,400 | 2.2% | | 9,700 | 3.2% |
| 1014201 526000 Vehicle/Cell Allowance | 2,100 | 2,300 | | 2,300 | 0.0% | | 2,400 | 4.3% |
| 1014201 526100 Employee FICA Benefit | 19,207 | 22,600 | | 23,200 | 2.7% | | 23,900 | 3.0% |
| 1014201 526200 HRA Medical Benefit | 3,000 | 3,100 | | 3,100 | 0.0% | | 3,200 | 0.0% |
| **Total Salary and Benefits** | **580,852** | **648,900** | | **668,300** | **3.0%** | | **688,600** | **3.0%** |
| 1014201 531000 Professional Services | 259,562 | 251,500 | | 256,900 | 2.1% | | 264,800 | 3.1% |
| Computer Software | | | 900 | | | 1,000 | | |
| On-going Plan Check Services | | | 251,000 | | | 258,600 | | |
| Records Scanning & Digital Retention | | | 5,000 | | | 5,200 | | |
| 1014201 553000 Postage & Delivery | - | 513 | | 600 | 17.0% | | 700 | 16.7% |
| 1014201 555000 Professional Development | 18,822 | 16,248 | | 36,900 | 127.1% | | 38,300 | 3.8% |
| California Building Officials Training | | | 7,400 | | | 7,700 | | |
| Disney Institute | | | 2,700 | | | 2,800 | | |
| Education Reimbursement | | | 8,900 | | | 9,200 | | |
| Edu Code Week | | | 2,900 | | | 3,000 | | |
| ICC Training/Certification | | | 3,000 | | | 3,100 | | |
| MMASC Annual Conference | | | 8,500 | | | 8,800 | | |
| Tyler Connect - Annual Conference | | | 3,500 | | | 3,700 | | |
| 1014201 557000 Membership & Dues | 161 | 1,579 | | 2,300 | 45.7% | | 2,900 | 26.1% |
| Access Toolkit | | | 600 | | | 700 | | |
| CALCASP Professional Membership | | | 400 | | | 500 | | |
| California Building Officials | | | 300 | | | 400 | | |
| CASI | | | 200 | | | 300 | | |
| ICC Governmental Dues | | | 200 | | | 300 | | |
| MMASC Membership | | | 600 | | | 700 | | |
| 1014201 561000 Office Expense | 1,054 | 2,542 | | 2,700 | 6.2% | | 2,800 | 3.7% |
| 1014201 566000 Uniforms & Clothing | 563 | 1,128 | | 1,200 | 6.4% | | 1,300 | 8.3% |
| 1014201 591600 Indirect Costs | 35,558 | 39,100 | | 43,700 | 11.8% | | 45,200 | 3.4% |
| **TOTAL GENERAL FUND** | **896,572** | **961,510** | | **1,012,600** | **5.3%** | | **1,044,600** | **3.2%** |
| **Total Building & Safety Program** | **896,572** | **961,510** | | **1,012,600** | **5.3%** | | **1,044,600** | **3.2%** |


Planning

## Planning Program

The Planning Program is responsible for processing land use applications and reviews projects for consistency with the City's General Plan, Zoning Ordinance and State legislation regarding land use, housing, and long-range planning. This department provides technical assistance and professional guidance to the City Council, Planning Commission, Design Review Committee, Housing Authority, and the public regarding policies and plans that guide the physical development of the community. The Planning Division also processes and issues sign permits and Temporary Use Permits (TUP's) for special events within the City.

Planning staff provides direct administrative services to the City's appointed Design Review Committee and Planning Commission, including preparation of their respective staff reports, resolutions, agenda packets, meeting minutes and posting of legal notices. The Planning Department also conducts project reviews to ensure compliance with the California Environmental Quality Act (CEQA), which includes preparation of initial studies, categorical exemptions, negative declarations, and environmental impact reports.

## Initiatives

- Implement programs and initiatives outlined in the City's recently adopted comprehensive General Plan Update and certified Housing Element to ensure consistency with the latest state housing and land use legislation.
- Analyze and condition future development, considering factors like transportation, housing, economic growth, historic preservation and environmental sustainability.
- Implement a comprehensive update to the City's zoning code to incorporate new state mandated housing and land use legislation, including programs adopted through the City's recent General Plan update.
- Help facilitate public input and participation in the planning process through hosting community meetings, surveys, and workshops.
- Help facilitate the City Council's goals and objectives related to land use, housing, urban design, and the quality and sustainability of the built environment and opens space uses.
- Assess development proposals against zoning, environmental, and planning regulations to ensure economic value, quality of life, and community benefits.
- Encourage the preservation of historically significant buildings, sites, and districts to maintain the City's rich cultural history.
- Improve customer service and communicate accurate zoning information to the public to ensure minimum filing requirements are submitted and projects are processed without delay.
- Continue to improve our online permitting system to streamline application processing and digital plan check integration between Planning, Building and Public Works.

- Seek and apply for grant funding or alternative financing mechanisms to help subsidize costs of unfunded legislative mandates.

## Program Staffing Allocation

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Community Development Director | 0.50 | 0.50 | 0.50 | 0.50 |
| Senior Planner | 1.00 | 1.00 | 1.00 | 1.00 |
| Planning Technician I | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Administrative Assistant | 0.40 | 0.40 | 0.40 | 0.40 |
| Permit Technician I | 0.30 | 0.00 | 0.00 | 0.00 |
| **Total Full Time Equivalents** | **3.20** | **2.90** | **2.90** | **2.90** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| **Planning** | | | | |
| General Plan Amendments | 2 | 1 | 1 | 1 |
| Entitlement Applications*** | 30 | 25 | 25 | 25 |
| Temporary Use Permits** | 20 | 25 | 30 | 30 |
| Planning Counter Approvals* | 501 | 300 | 325 | 350 |
| Special Studies/Permits**** | 5 | 2 | 3 | 3 |
| Food Truck Permits | 2 | 1 | 1 | 1 |
| Landscape Permits | 37 | 50 | 25 | 25 |
| -Administrative | 35 | 45 | 10 | 10 |
| -CVWD Approved | 2 | 5 | 15 | 15 |
| Fireworks | 8 | 10 | 12 | 12 |
| Film Permits | 3 | 5 | 5 | 5 |
| **Planning Commission Agendas** | | | | |
| Planning Commission - Regular Mtg | 8 | 8 | 8 | 8 |
| Public Hearings Items | 9 | 11 | 10 | 10 |
| General Business Items | 4 | 5 | 5 | 5 |
| Planning Commission Resolutions | 9 | 12 | 11 | 11 |
| Planning Commission - Special Mtg | 3 | 5 | 4 | 4 |
| Legal Notices | 12 | 13 | 12 | 12 |
| CEQA Notices | 5 | 4 | 4 | 4 |
| Notice of Determination | 2 | 1 | 1 | 1 |
| Notice of Exempt | 3 | 3 | 3 | 3 |
| **Design Review Committee** | | | | |
| Design Review Committee Mtgs | 11 | 8 | 8 | 8 |
| General Business Items | 19 | 10 | 10 | 10 |

* Planning Counter Approvals include: Building permit reviews (ie pools, patios, new sfr, etc) and Public Works review (ie, grading permits) and Business License

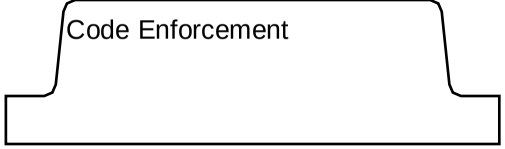
**TUP previously included Fireworks - Fireworks now a separate activity. This also includes Major TUPs

***Entitlement Applications include:
CUPs, Tentative Parcel and Tract Map, Planned Sign Program, Specific Plan, Use Determinations, Variance, Zone Change, Zone and Municipal Text Amendments, Historic Designation, and Mills Act Contracts, and Time Extensions

****Special Studies/Permits Include: Admin Relief, Zoning Verification Letters, Use Determinations and Study items as directed by CC

# Planning Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1014301 511000 Regular Employees | 289,369 | 366,700 | | 378,000 | 3.1% | | 389,400 | 3.0% |
| 1014301 521100 Retirement - Employer | 31,769 | 40,500 | | 41,700 | 3.0% | | 43,000 | 3.1% |
| 1014301 522000 FICA | 22,890 | 28,100 | | 28,900 | 2.8% | | 29,800 | 3.1% |
| 1014301 523000 Group Insurance | 56,274 | 81,300 | | 83,800 | 3.1% | | 86,400 | 3.1% |
| 1014301 524000 OPEB Benefit | 88,967 | 80,800 | | 83,200 | 3.0% | | 85,700 | 3.0% |
| 1014301 525100 Retirement 401A | 7,234 | 9,300 | | 9,500 | 2.2% | | 9,800 | 3.2% |
| 1014201 526000 Vehicle/Cell Allowance | 1,122 | 1,900 | | 1,900 | 0.0% | | 2,000 | 5.3% |
| 1014301 526100 Employee FICA Benefit | 17,279 | 22,800 | | 23,500 | 3.1% | | 24,300 | 3.4% |
| 1014301 526200 HRA Medical Benefit | 2,900 | 2,900 | | 2,900 | 0.0% | | 3,000 | 3.4% |
| **Total Salary and Benefits** | **517,803** | **634,300** | | **653,400** | **3.0%** | | **673,400** | **3.1%** |
| 1014301 531000 Professional Services | 53,715 | 100,932 | | 112,600 | 11.6% | | 116,300 | 3.3% |
| Aerial Software | | | 3,900 | | | 4,100 | | |
| ArcGIS Software License | | | 2,400 | | | 2,500 | | |
| ArcGIS Software Maintenance | | | 400 | | | 500 | | |
| Computer Software | | | 900 | | | 1,000 | | |
| On-Call Environmental Services | | | 10,000 | | | 10,300 | | |
| On-Call Planning & Environmental Services | | | 90,000 | | | 92,700 | | |
| Records Scanning/ Digital Retention | | | 5,000 | | | 5,200 | | |
| 1014301 551000 Advertising & Promotions | 1,603 | 3,383 | | 10,300 | 204.5% | | 10,700 | 3.9% |
| CEQA Recordings | | | 8,300 | | | 8,600 | | |
| Public hearing Notices | | | 2,000 | | | 2,100 | | |
| 1014301 553000 Postage | 34 | 308 | | 400 | 29.9% | | 500 | 25.0% |
| 1014301 555000 Professional Development | 49,716 | 68,300 | | 81,100 | 18.7% | | 84,200 | 3.8% |
| APA National Convention | | | 2,800 | | | 2,900 | | |
| ASAP Conference | | | 4,000 | | | 4,200 | | |
| CCAC Annual Conference | | | 2,100 | | | 2,200 | | |
| CPMC Series | | | 6,000 | | | 6,200 | | |
| Dept. Strategic Planning | | | 1,800 | | | 1,900 | | |
| Disney Institute | | | 2,700 | | | 2,800 | | |
| Educational Reimbursement | | | 37,500 | | | 38,700 | | |
| ESRI User Conference | | | 4,500 | | | 4,700 | | |
| GIS Training | | | 500 | | | 600 | | |
| Miscellaneous Meetings | | | 200 | | | 300 | | |
| MMASC Annual Conference | | | 3,000 | | | 3,100 | | |
| Planning Commission Academy | | | 9,000 | | | 9,300 | | |
| Tyler Connect | | | 7,000 | | | 7,300 | | |
| 1014301 557000 Membership & Dues | 1,379 | 2,200 | | 2,400 | 9.1% | | 2,900 | 20.8% |
| APA/CA APA Membership | | | 1,300 | | | 1,400 | | |
| ASAP Membership | | | 200 | | | 300 | | |
| City Clerks Association of California Membership | | | 300 | | | 400 | | |
| TIMC Membership | | | 200 | | | 300 | | |
| MMASC Membership | | | 400 | | | 500 | | |
| 1014301 561000 Office Expense | 1,414 | 2,101 | | 2,200 | 4.7% | | 2,300 | 4.5% |
| 1014301 562000 Reference Materials | 66 | 2,101 | | 2,200 | 4.7% | | 2,300 | 4.5% |
| 1014301 591600 Indirect Costs | 18,510 | 36,800 | | 41,600 | 13.0% | | 42,900 | 3.1% |
| **Total Planning Program** | **644,240** | **850,425** | | **906,200** | **6.6%** | | **935,500** | **3.2%** |


Code Enforcement

## 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 quality of life. 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, lot sealing requirements, short-term rental violations, and responds to general citizen's complaints through staff investigation, notice of violations, citations, and abatement actions as warranted. Additionally, the program administers the short-term rental program through permitting, inspections, and transient occupancy tax (TOT) notification and tracking to ensure compliance with local regulations.

## Initiatives

- Become more proactive investigating code enforcement activities to preserve property values and ensure the Indian Wells quality of life.
- Allocate more staffing time and personnel to monitoring and enforcing code enforcement violations.
- Improve the function and use of online short-term rental monitoring and tax collection software to track and enforce illegal rental activity more effectively.
- Update the City's Municipal Code to ensure all abatement costs incurred by the City in investigating and abating code violations or public nuisances are recoverable.
- Enhance the administration of short-term rental (STR) permits by streamlining application processing, ensuring compliance with local regulations, and maintaining an up-to-date registry of permitted rental properties.
- Establish a structured inspection program for short-term rental properties to verify compliance with health, safety, and zoning regulations, reducing neighborhood impacts and improving accountability.
- Develop a fire code compliance inspection program as part of the business license renewal process to improve public safety and reduce fire hazards in commercial establishments.

## Program Staffing Allocation

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Community Development Director | 0.25 | 0.25 | 0.25 | 0.25 |
| Building Inspector I/Code Enforcement | 0.30 | 0.30 | 0.30 | 0.30 |
| Bldg & Code Enforcement Mgr | 0.30 | 0.30 | 0.30 | 0.30 |
| Permit Technician II | 0.25 | 0.25 | 0.25 | 0.25 |
| Senior Administrative Assistant | 0.30 | 0.30 | 0.30 | 0.30 |
| Permit Technician I | 0.05 | 0.00 | 0.00 | 0.00 |
| **Total Full Time Equivalents** | **1.45** | **1.40** | **1.40** | **1.40** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| **Violations** | | | | |
| Palm Trees | 137 | 130 | 117 | 117 |
| Landscaping* | 51 | 10 | | |
| Short-term Rental** | 12 | 15** | 55 | 55 |
| All Other Violations | 97 | 90*** | 63 | 63 |
| Total Violations | 297 | 292 | 229 | 229 |
| Citations Issued | 94 | 96 | 74 | 74 |
| Short-term Rental Permits | 84 | 104 | 72 | 72 |

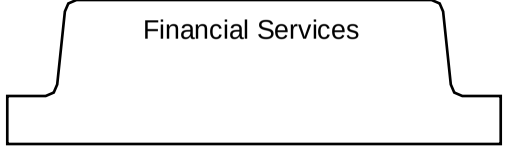
*FY22/24 - Implementation of new Landscaping Ordinance & Campaigne caused a steep increase on Landscaping violations

**FY24/25 - Implementation of the Short Term Rental (STR) inspection policy could create a rise in STR violations

***FY24/25 - Implementation of the Business Spot Check for Fire Code compliance could create a rise in Fire Code & Other Occupational Violations

## Code Enforcement Program Budget

| | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1014401 511000 Regular Employees | 163,868 | 179,800 | | 185,300 | 3.1% | | 190,900 | 3.0% |
| 1014401 521100 Retirement - Employer | 16,588 | 18,700 | | 19,200 | 2.7% | | 19,800 | 3.1% |
| 1014401 522000 FICA | 12,697 | 13,800 | | 14,200 | 2.9% | | 14,700 | 3.5% |
| 1014401 523000 Group Insurance | 34,350 | 47,700 | | 49,100 | 2.9% | | 50,600 | 3.1% |
| 1014401 524000 OPEB Benefit | 48,513 | 39,600 | | 40,800 | 3.0% | | 42,100 | 3.2% |
| 1014401 525100 401A Contribution | 4,097 | 4,600 | | 4,700 | 2.2% | | 4,900 | 4.3% |
| 1014401 526000 Vehicle/Cell Allowance | 1,435 | 1,600 | | 1,600 | 0.0% | | 1,700 | 6.3% |
| 1014401 526100 Employee FICA Benefit | 9,629 | 11,200 | | 11,500 | 2.7% | | 11,900 | 3.5% |
| 1014401 52620 HRA Medical Benefit | 1,450 | 1,400 | | 1,400 | 0.0% | | 1,500 | 7.1% |
| **Total Salary and Benefits** | **292,626** | **318,400** | | **327,800** | **3.0%** | | **338,100** | **3.1%** |
| 1014401 531000 Professional Services | 237,242 | 225,000 | | 200,000 | -11.1% | | 206,000 | 3.0% |
| Legal Services | | | 200,000 | | | 206,000 | | |
| 1014401 533000 Other Contracted Services | 43,049 | 65,800 | | 69,300 | 5.3% | | 71,800 | 3.6% |
| Abatements - General & Clean ups | | | 10,300 | | | 10,700 | | |
| Citation Processing and Collection Services | | | 5,200 | | | 5,400 | | |
| Code Enforcement Contracted Services | | | 3,500 | | | 3,700 | | |
| Intern | | | 25,000 | | | 25,800 | | |
| Software & Online Services | | | 23,600 | | | 24,400 | | |
| STR After hours hotline | | | 1,700 | | | 1,800 | | |
| 1014401 555000 Professional Development | 2,884 | 2,800 | | 1,100 | -60.7% | | 1,200 | 9.1% |
| CACEO Certification | | | 1,100 | | | 1,200 | | |
| 1014401 557000 Membership & Dues | 117 | 200 | | 200 | 0.0% | | 300 | 50.0% |
| CACEO Membership | | | 200 | | | 300 | | |
| 1014401 561000 Office Expense | - | 733 | | 800 | 9.1% | | 900 | 12.5% |
| 1014401 566000 Uniforms & Clothing | - | 1,128 | | 1,200 | 6.4% | | 1,300 | 8.3% |
| 1014401 591600 Indirect Costs | 17,536 | 17,600 | | 20,100 | 14.2% | | 20,800 | 3.5% |
| **TOTAL GENERAL FUND** | **593,452** | **631,661** | | **620,500** | **-1.8%** | | **640,400** | **3.2%** |
| **Total Code Enforcement Program** | **593,452** | **631,661** | | **620,500** | **-1.8%** | | **640,400** | **3.2%** |


Financial Services

## Financial Services Program

The Financial Services Program is fundamentally entrusted with preserving the fiscal integrity of the City through strategic financial leadership, prudent forecasting, and judicious allocation of resources. By maintaining rigorous oversight of revenues and expenditures, the program ensures full compliance with applicable laws, regulations, and financial best practices—thereby supporting the effective execution of the City's strategic objectives and safeguarding long-term financial sustainability.

This program serves as the cornerstone of the City's financial governance, delivering comprehensive financial management, administrative oversight, and operational support across all municipal departments. By facilitating sound fiscal practices, the program empowers departments to achieve their individual mandates effectively while upholding the City's overarching mission of financial responsibility and operational excellence.

A key function of the Financial Services Program is the administration of the City's daily financial operations. This includes the preparation and management of both the Annual Budget and the Annual Comprehensive Financial Report (ACFR), ensuring transparency and accountability in all financial disclosures. These responsibilities are executed with strict adherence to the highest standards set forth by the Government Finance Officers Association (GFOA), ensuring that the City's financial practices reflect industry-recognized best practices.

## Core Responsibilities and Functions

The program establishes and enforces robust accounting procedures and internal controls to ensure the accurate and compliant processing of all municipal revenues and expenditures. Its comprehensive scope of responsibilities includes:

- Cash and Treasury Management: Oversight of the City's liquidity and investment strategies to optimize returns while minimizing risk, in strict alignment with the City's investment policies.
- Budgetary Oversight: Development, implementation, and monitoring of the City's annual operating and capital budgets to ensure financial discipline and alignment with strategic priorities.
- Financial Reporting: Timely and transparent preparation of financial statements, ensuring accurate representation of the City's fiscal position and compliance with statutory reporting requirements.
- Levy Administration: Management of tax assessments and levies, ensuring appropriate collection and allocation of public funds.
- Payroll Processing: Efficient administration of employee compensation in accordance with all legal requirements and contractual obligations.

- Revenue Collection Services: Management of specialized revenue functions, including ambulance billing, business license issuance, and the distribution of resident benefit cards.

## Commitment to Financial Accountability

The program is steadfast in its commitment to providing clear, accurate, and insightful reporting on the City's financial health. It holds primary responsibility for managing all accounting functions across the City's diverse municipal funds, ensuring fiscal accuracy and operational transparency. This includes:

- Financial Management System Oversight: Ensuring the effective functioning and continuous improvement of the City's financial management infrastructure.
- Capital Assets Accounting: Maintaining accurate records and valuations of all City-owned assets.
- Monthly Financial Reporting: Dissemination of timely, comprehensive financial data to aid in executive decision-making.
- Audit Coordination: Leading city-wide audits and facilitating specialized, stand-alone audits to ensure regulatory compliance and fiscal accountability.

Through diligent stewardship of the City's financial resources, the Financial Services Program upholds the highest fiscal responsibility, transparency, and governance standards. This unwavering commitment supports the City's mission to foster economic growth, ensure financial stability, and uphold public trust.

## Initiatives

Strategic Fiscal Leadership

- Provide comprehensive financial counsel and analytical support to the City Manager and City Council, facilitating informed and data-driven decision-making that aligns with the City's long-term strategic goals.

Financial Condition Enhancement

- Develop and implement forward-thinking financial strategies aimed at strengthening the City's fiscal position, with a focus on long-term sustainability, resilience, and operational efficiency.

Cash Flow and Investment Oversight

- Manage the City's cash flow with precision, ensuring optimal liquidity to meet financial obligations. Invest operating funds in strict adherence to the City's Investment Policy, balancing risk management with the pursuit of optimal returns.

Protection of Financial Resources

- Safeguard the City's fiscal assets by maintaining robust internal controls, ensuring the availability of financial resources to support both immediate operational needs and future community investments.

Timely and Accurate Disbursements

- Guarantee the prompt and accurate processing of payments to City employees and vendors, fostering operational efficiency and maintaining a high level of trust among stakeholders.

Transparent Financial Reporting

- Produce clear, accurate, and timely financial reports to enhance transparency, enable informed governance, and ensure compliance with applicable financial reporting standards.

Support for Redevelopment Agency Dissolution

- Facilitate the orderly dissolution of the former Redevelopment Agency, ensuring strict compliance with legal, regulatory, and financial requirements throughout the wind-down process.

Promotion of Prudent Fiscal Practices

- Champion the responsible use of public funds through rigorous competitive procurement processes and cooperative purchasing agreements with other governmental entities, ensuring cost efficiency and value for taxpayers.

Revenue Generation and Diversification

- Proactively explore and develop new revenue streams to enhance the City's financial capacity, supporting vital community services and fostering economic growth.

Through these strategic initiatives, the Financial Services Program reaffirms its commitment to exceptional fiscal stewardship, ensuring the responsible management of public resources. By adhering to recognized best practices in municipal finance, the program strengthens the City's financial foundation, fostering sustainable growth and supporting the City's long-term vision for prosperity and community well-being.

## Program Staffing Allocations

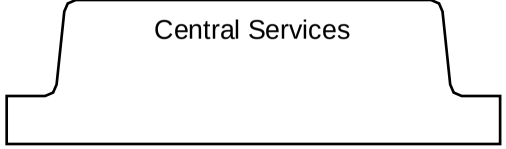
| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Finance Director | 0.55 | 0.50 | 0.50 | 0.50 |
| Assistant Finance Director | 1.00 | 0.90 | 0.90 | 0.90 |
| Accountant | 0.80 | 0.90 | 0.90 | 0.90 |
| Accounting Technician III | 0.00 | 0.90 | 0.90 | 0.90 |
| Accounting Technician II | 0.95 | 0.90 | 0.90 | 0.90 |
| Accounting Technician I | 0.95 | 0.90 | 0.90 | 0.90 |
| Accounting Technician I | 0.95 | 0.00 | 0.00 | 0.00 |
| **Total Full Time Equivalents** | **5.20** | **5.00** | **5.00** | **5.00** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| **Administration** | | | | |
| Payroll Transactions | 904 | 960 | 960 | 960 |
| Acct. Payable Checks issued | 2,119 | 2,160 | 2,170 | 2,170 |
| Invoices Paid | 4,113 | 4,560 | 4,570 | 4,570 |
| Investment Transactions | 55 | 33 | 33 | 33 |
| Journal Entries | 252 | 290 | 290 | 290 |
| Budget Adjustments | 53 | 40 | 35 | 35 |
| Supplemental Appropriations | 26 | 20 | 20 | 20 |
| **Resident Benefit Cards (RBC)** | | | | |
| Resident Benefit Card issued | | | | |
| Golf RBC issued | 2,764 | 2,800 | 2,850 | 2,850 |
| Social RBC issued | 2,369 | 2,400 | 2,450 | 2,450 |
| RBC Reprints | 61 | 70 | 75 | 75 |
| **Cashier Transaction** | 4,379 | 4,500 | 5,000 | 5,000 |
| **Reporting** | | | | |
| Special Reports | 72 | 73 | 73 | 73 |
| Annual Audit & Reviews | 9 | 10 | 9 | 9 |
| Annual Compliance Reports | 11 | 11 | 11 | 11 |
| **Business License** | | | | |
| Renewals | 1,602 | 1,200 | 1,220 | 1,220 |
| New | 552 | 400 | 420 | 420 |

# Financial Services Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1015101 511000 Regular Employees | 452,053 | 586,900 | | 605,000 | 3.1% | | 623,200 | 3.0% |
| 1015101 521100 Retirement - Employer | 59,346 | 88,400 | | 91,100 | 3.1% | | 93,900 | 3.1% |
| 1015101 522000 FICA & Medicare | 33,587 | 45,000 | | 46,300 | 2.9% | | 47,700 | 3.0% |
| 1015101 523000 Group Insurance | 138,069 | 224,200 | | 231,100 | 3.1% | | 238,100 | 3.0% |
| 1015101 524000 OPEB Benefit | 140,858 | 129,200 | | 133,100 | 3.0% | | 137,100 | 3.0% |
| 1015101 525100 Retirement 401A | 11,301 | 14,800 | | 15,200 | 2.7% | | 15,700 | 3.3% |
| 1015101 526000 Vehicle/Cell Allowance | 2,406 | 3,500 | | 3,600 | 2.9% | | 3,800 | 5.6% |
| 1015101 526100 Employee FICA Benefit | 25,057 | 36,400 | | 37,500 | 3.0% | | 38,700 | 3.2% |
| 1015101 526200 HRA Medical Benefit | 4,450 | 4,900 | | 5,000 | 2.0% | | 5,200 | 4.0% |
| **Total Salary and Benefits** | **867,127** | **1,133,300** | | **1,167,900** | **3.1%** | | **1,203,400** | **3.0%** |
| 1015101 531000 Professional Services | 223,733 | 210,500 | | 208,800 | -0.8% | | 216,200 | 3.5% |
| Actuarial Consulting GASB 68 Reporting | | | 19,500 | | | 20,100 | | |
| Administrative and Accounting Services | | | 18,500 | | | 19,100 | | |
| Audit Fees and Agreed Upon Procedures | | | 74,000 | | | 76,300 | | |
| Budget at a Glance Mailer | | | 3,700 | | | 3,900 | | |
| Budget/Financial Statement Production | | | 2,200 | | | 2,300 | | |
| Business License - Tyler Technology | | | 2,900 | | | 3,000 | | |
| CalPERS GASB 68 Calculations | | | 700 | | | 800 | | |
| Capital Improvement Mailer | | | 3,700 | | | 3,900 | | |
| CFD Formation Services | | | 18,500 | | | 19,100 | | |
| County Auditor LAFCO Fees | | | 3,800 | | | 4,000 | | |
| Financial Primer Mailer | | | 3,700 | | | 3,900 | | |
| Fraud Hotline | | | 300 | | | 400 | | |
| GFOA Reporting Fees | | | 800 | | | 900 | | |
| Government Finance Research | | | 2,200 | | | 2,300 | | |
| Investment Management Software Fees | | | 7,100 | | | 7,400 | | |
| Pension Services | | | 12,000 | | | 12,400 | | |
| Property & Sales Tax Audit | | | 12,500 | | | 12,900 | | |
| Retirement Plan Services | | | 12,000 | | | 12,400 | | |
| State Mandated Claims Fees | | | 2,100 | | | 2,200 | | |
| TABS Disclosure/Arbitrage Rebate | | | 8,600 | | | 8,900 | | |
| 1015101 533000 Other Contracted Services | 91,510 | 91,881 | | 93,900 | 2.2% | | 96,800 | 3.1% |
| Bank Trustee & Custodial Fees | | | 31,400 | | | 32,400 | | |
| Credit Card Fees | | | 62,500 | | | 64,400 | | |
| 1015101 553000 Postage | 158 | 513 | | 500 | -2.5% | | 500 | 0.0% |
| 1015101 555000 Professional Development | 30,702 | 30,400 | | 30,900 | 1.6% | | 32,300 | 4.5% |
| CalPERS Annual Conference | | | 2,700 | | | 2,800 | | |
| CMTA Annual Conference | | | 3,800 | | | 4,000 | | |
| CSMFO Annual Conference | | | 6,200 | | | 6,400 | | |
| CSMFO Online Courses | | | 400 | | | 500 | | |
| Department Strategic Planning | | | 1,800 | | | 1,900 | | |
| Disney Institute | | | 2,700 | | | 2,800 | | |
| Education Reimbursement | | | 2,200 | | | 2,300 | | |
| League of California Cities-Finance Director | | | 1,500 | | | 1,600 | | |
| Meetings | | | 1,800 | | | 1,900 | | |
| Tyler Connect | | | 7,800 | | | 8,100 | | |
| 1015101 557000 Membership & Dues | 985 | 1,117 | | 1,200 | 7.4% | | 1,600 | 33.3% |
| CMTA | | | 100 | | | 200 | | |
| CSMFO | | | 500 | | | 600 | | |
| GFOA | | | 500 | | | 600 | | |
| MMASC | | | 100 | | | 200 | | |
| 1015101 561000 Office Expense | 8,603 | 9,892 | | 9,500 | -4.0% | | 9,800 | 3.2% |
| Supplies | | | 9,500 | | | 9,800 | | |
| 1015101 591600 Indirect Costs | 47,833 | 63,900 | | 71,700 | 12.2% | | 74,000 | 3.2% |
| **TOTAL GENERAL FUND** | **1,270,652** | **1,541,503** | | **1,584,400** | **2.8%** | | **1,634,600** | **3.2%** |
| **EMERGENCY SERVICES UPGRADE FUND** | | | | | | | | |
| 2285101 531000 Professional Services | 3,904 | 4,400 | | 4,600 | 4.5% | | 4,800 | 4.3% |
| Fire Tax Levy | | | 4,600 | | | 4,800 | | |
| **TOTAL EMERGENCY SERVICES UPGRADE FUN** | **3,904** | **4,400** | | **4,600** | **4.5%** | | **4,800** | **4.3%** |
| **Total Financial Services Program** | **1,274,556** | **1,545,903** | | **1,589,000** | **2.8%** | | **1,639,400** | **3.2%** |


Central Services

## Central Services Program

The Central Services Program is responsible for accounting for citywide non-program general service expenditures that cannot be readily allocated to specific programs. These expenditures encompass office maintenance, office equipment leases, City Hall utilities, general postage and delivery services, citywide printing and memberships, and general office supplies. The associated expenses are allocated as indirect costs to city programs based on staffing levels.

## Initiatives

- Develop Strategies to Lower Long-Term Utility Costs: Implementing energy audits and upgrading to energy-efficient appliances can significantly reduce utility expenses. For instance, installing ENERGY STAR-labeled appliances in office kitchens decreases energy consumption and reduces water utility bills.
- Develop Strategies to Lower Equipment Lease Expenses: Conducting a comprehensive assessment of current equipment leases to identify opportunities for renegotiation or consolidation can lead to cost savings. Exploring alternative solutions, such as cooperative purchasing agreements with other government agencies, may result in more favorable leasing terms.
- Ensure Existing Copiers are Adequate for Staff Demands: Regularly evaluating the performance and utilization of current copiers ensures they meet staff requirements efficiently. Upgrading energy-efficient models can reduce operational costs and contribute to sustainability goals.

## Program Staffing Allocations

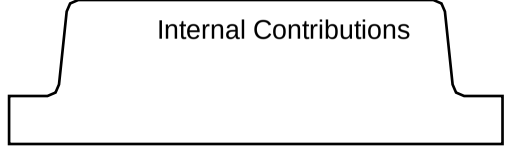
There are no staffing allocations for this program.

## Workload Activity Measures

There are no Workload Activity Measures designated for this program.

# Central Services Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1012704 523000 Group Insurance | 2,292 | 4,300 | | 4,400 | 2.3% | | 4,600 | 4.5% |
| 1012704 531000 Professional Services | 69,789 | 135,500 | | 142,600 | 5.2% | | 147,000 | 3.1% |
| ERP Software Annual Maintenance & Support | | | 127,800 | | | 131,700 | | |
| IW Website Open Finance Maintenance | | | 11,800 | | | 12,200 | | |
| HRA Administration (Active Employees) | | | 3,000 | | | 3,100 | | |
| 1012704 533000 Other Contracted Services | 18,922 | 24,200 | | 31,000 | 28.1% | | 32,000 | 3.2% |
| Clerk Minutes | | | 5,000 | | | 5,200 | | |
| Electronic Content Management | | | 26,000 | | | 26,800 | | |
| 1012704 542000 Utilities | 47,662 | 59,500 | | 60,500 | 1.7% | | 62,400 | 3.1% |
| SC Edison | | | 55,000 | | | 56,700 | | |
| CVWD | | | 2,500 | | | 2,600 | | |
| SC Gas | | | 3,000 | | | 3,100 | | |
| 1012704 543000 Equipment Rental | 41,371 | 47,800 | | 50,000 | 4.6% | | 51,600 | 3.2% |
| Photocopier Lease & Maintenance | | | 36,000 | | | 37,100 | | |
| Postage and Folding Machines Lease | | | 14,000 | | | 14,500 | | |
| 1012704 552000 Communications | 50,076 | 53,000 | | 47,400 | -10.6% | | 49,000 | 3.4% |
| Telephone Services | | | 10,000 | | | 10,300 | | |
| Cable, Internet & Fiber | | | 35,000 | | | 36,100 | | |
| After-Hours Answering Services | | | 1,400 | | | 1,500 | | |
| Mobile Services | | | 1,000 | | | 1,100 | | |
| 1012704 553000 Postage & Delivery | 10,346 | 13,200 | | 17,000 | 28.8% | | 17,600 | 3.5% |
| Postal Permit | | | 16,000 | | | 16,500 | | |
| Parcel Services | | | 1,000 | | | 1,100 | | |
| 1012704 554000 Printing | 8,165 | 8,800 | | 9,000 | 2.3% | | 9,300 | 3.3% |
| Stationery | | | 6,000 | | | 6,200 | | |
| Business Cards/Forms | | | 3,000 | | | 3,100 | | |
| 1012704 555000 Professional Development | - | 14,200 | | 15,000 | 5.6% | | 15,500 | 3.3% |
| PACE Training Days - Tyler Munis | | | 15,000 | | | 15,500 | | |
| 1012704 557000 Membership & Dues | 26,916 | 27,800 | | 29,900 | 7.6% | | 31,100 | 4.0% |
| CVAG | | | 23,500 | | | 24,300 | | |
| League of California Cities | | | 3,800 | | | 4,000 | | |
| CA Contract Cities Association | | | 1,600 | | | 1,700 | | |
| SCAG | | | 1,000 | | | 1,100 | | |
| 1012704 561000 Office Expense | 23,029 | 24,900 | | 47,000 | 88.8% | | 48,500 | 3.2% |
| Real Quest - Records Search | | | 15,000 | | | 15,500 | | |
| Kitchen, Meeting, and Office Supplies | | | 32,000 | | | 33,000 | | |
| 1012704 563000 Operating Materials | 32,660 | 49,200 | | 47,500 | -3.5% | | 49,000 | 3.2% |
| ID Card Supplies | | | 2,500 | | | 2,600 | | |
| Software Licenses | | | 45,000 | | | 46,400 | | |
| 1012704 591600 Indirect Costs | (331,227) | (462,400) | | (501,300) | 8.4% | | (517,600) | 3.3% |
| **TOTAL GENERAL FUND** | **0** | **0** | | **0** | | | **0** | **0.0%** |
| **Total Central Services Program** | **0** | **0** | | **0** | | | **0** | **0.0%** |


Internal Contributions

## Internal Contributions & Reserves Program

The Internal Contributions & Reserves Program manages the City of Indian Wells' allocations toward capital reserves and operational contributions. Adhering to the City's Capital Contribution Policy, appropriations to the Capital Reserve are strategically directed to forthcoming infrastructure endeavors, encompassing thoroughfares, bridges, and municipal facilities. Additionally, the City underwrites eight landscape districts that confer public advantages to the community.

The City Council instituted long-term capital replacement funds as a cornerstone of prudent governance. These funds are instrumental in providing the necessary capital for executing projects delineated in capital budgeting. Financial reserves serve as a pivotal mechanism in municipal asset management planning, enabling the allocation of funds to sustain assets throughout their lifecycle. As a guiding budgetary principle, the City Council exercises discretion in determining the appropriation of funds from reserve accounts.

Notwithstanding a project's eligibility for reserve utilization, the Council may elect to deploy current-year operating revenues or bond proceeds, thereby preserving reserve funds for prospective exigencies. Expenditures from reserve accounts are stringently confined to their designated purposes, barring explicit authorization through the annual budget or separate Council resolutions.

The Government Finance Officers Association (GFOA) underscores the importance of establishing clear policies for the formation and utilization of capital reserves, advocating for systematic funding strategies to ensure fiscal stability and the effective management of municipal assets.

## Initiatives

- Fund capital reserves in accordance with Council Policy.

## Program Staffing Allocations

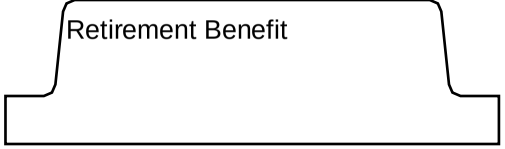
There are no staffing allocations for this program.

## Workload Activity Measures

There are no Workload Activity Measures designated for this program.

# Internal Contributions & Reserves Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1015201 592500 Contributions | 1,805,024 | 1,814,000 | | 2,034,200 | 12.1% | | 2,087,800 | 2.6% |
| Capital Reserve | | | 1,500,000 | | | 1,545,000 | | |
| Naming Rights | | | 250,000 | | | 250,000 | | |
| IWGR Landscape and Lighting District | | | 125,000 | | | 128,800 | | |
| Disaster Recovery Reserve | | | 159,200 | | | 164,000 | | |
| 1016602 599900 Operating Transfers Out | 8,430,263 | 9,090,000 | | 8,740,000 | -3.9% | | 8,740,000 | 0.0% |
| **TOTAL GENERAL FUND** | **10,235,287** | **10,904,000** | | **10,774,200** | **-1.2%** | | **10,827,800** | **0.5%** |
| **Total Internal Contributions & Reserves Program** | **10,235,287** | **10,904,000** | | **10,774,200** | **-1.2%** | | **10,827,800** | **0.5%** |


Retirement Benefit

## Retirement Benefit Program

The Retirement Benefits Program, administered by the Finance Department, encompasses employee pensions and retiree medical care. The City finances these obligations through the California Public Employees' Retirement System (CalPERS). All eligible permanent and probationary employees are enrolled in the City's Employee Pension Plan, a cost-sharing, multiple-employer defined benefit plan managed by CalPERS. Membership classification is determined by the date of hire and prior service:

- Classic Members: Employees hired before January 1, 2013, or those with prior CalPERS service who rejoin within six months of separation retain classic member status.
- PEPRA Members: Individuals hired on or after January 1, 2013, or those rejoining after a break exceeding six months, are designated as new members under the Public Employees' Pension Reform Act (PEPRA).

CalPERS administers separate risk pools for Classic and PEPRA members within the miscellaneous category. The City does not participate in CalPERS safety plans; thus, its plans are incorporated within the Public Employees' Retirement Fund C (PERF C).

Benefit provisions are established under the Public Employees' Retirement Law (PERL), with optional provisions subject to the City's CalPERS contract amendment. CalPERS provides comprehensive reports detailing benefit provisions, assumptions, and membership information.

## Initiatives

- Investment in Section 115 Trust: To enhance investment returns and mitigate fiscal volatility, the City established a Section 115 Trust. This trust allows for the prefunding of pension obligations, providing a prudent mechanism to manage long-term liabilities.
- Sustaining Fully Funded Pension and Medical Plans: The City is committed to maintaining fully funded statuses for employee and retiree medical plans, ensuring the fulfillment of all benefit obligations.
- Actuarial Collaboration: The retirement Plans' actuaries are committed to implementing appropriate rates, assumptions, and methodologies. This collaboration aims to reduce plan risk, decrease volatility, and prevent the intergenerational transfer of liabilities.

## Program Staffing Allocations

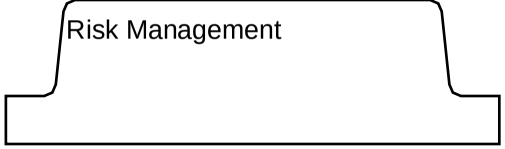
There are no staffing allocations for this program.

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| Classic CalPERS Members | 17 | 18 | 15 | 13 |
| PEPRA CalPERS Members | 15 | 18 | 21 | 23 |
| OPEB Retirees | 35 | 36 | 39 | 41 |

## Retirement Benefit Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **RETIREMENT BENEFIT FUND** | | | | | | | | |
| 6016801 524000 OPEB Medical Benefit ARC | - | 776,638 | | 800,000 | 3.0% | | 824,000 | 3.0% |
| 6016801 524100 CalPERS Retirement | 601,223 | 798,063 | | 825,000 | 3.4% | | 849,800 | 3.0% |
| 6016801 531001 OPEB Retirees Expense | 470,576 | 455,271 | | 470,000 | 3.2% | | 484,100 | 3.0% |
| **TOTAL RETIREMENT BENEFIT FUND** | 1,071,800 | 2,029,972 | | 2,095,000 | 3.2% | | 2,157,901 | 3.0% |
| **Total Retirement Benefit Program** | **1,071,800** | **2,029,972** | | **2,095,000** | **3.2%** | | **2,157,901** | **3.0%** |


Risk Management

## Risk Management Program

The Risk Management Program, under the purview of the City Manager's Department, is responsible for identifying, assessing, mitigating, and managing risks that could impact the City's operational, financial, and strategic objectives. This program employs a proactive, data-driven approach to risk mitigation, ensuring the City minimizes liability, reduces financial exposure, and safeguards municipal assets.

By implementing the industry's best practices in enterprise risk management (ERM), the program develops and enforces comprehensive strategies to manage uncertainty, mitigate adverse outcomes, and promote cost-effective risk control measures. A key focus area includes evaluating and implementing alternative risk financing methods to optimize the City's insurance coverage, including workers' compensation, general liability, and property protection.

## Risk Pooling & Insurance Coverage

The City of Indian Wells is a participating member of the California Joint Powers Insurance Authority (CJPIA), a self-insurance risk-sharing pool comprising 128 public entities. Established under California Government Code §6500 et seq., CJPIA facilitates cost-effective risk transfer through pooled self-insured programs, excess insurance procurement, and group-purchased commercial insurance. Through its membership, the City secures comprehensive insurance coverage, including:

- General liability insurance to protect against third-party claims.
- Workers' compensation coverage for municipal employees.
- Property insurance for City-owned buildings and assets.
- Vehicle insurance for the municipal fleet.
- Indemnity bonds to ensure financial protection for contractual obligations.

The Risk Management Program continuously evaluates insurance policies to maintain adequate coverage levels, ensuring alignment with actuarial best practices and industry standards while optimizing premium costs.

## Claims Administration & Loss Recovery

The program oversees all property and casualty claims, from initial reporting to resolution, ensuring timely and cost-effective claims management. A key function is the subrogation process, wherein the City seeks financial recovery for losses resulting from third-party negligence or wrongdoing. This centralized claim management approach strengthens the City's ability to reduce financial liabilities and improve overall loss ratios.

## Loss Prevention & Risk Mitigation

To strengthen the City's risk management framework, Indian Wells actively participates in CJPIA's Loss Control Action Plan (LossCAP) Program. LossCAP provides a structured, data-driven approach to:

- Identifying and mitigating high-frequency and high-severity risks.
- Reducing the total cost of risk (TCOR) through proactive loss control.
- Implementing enterprise-wide risk management strategies.

## Initiatives

- Implementation of LossCAP Action Plans: Integrating targeted loss prevention strategies to address specific risk exposures and enhance safety protocols.
- Ongoing Insurance Risk Assessments: Conducting periodic risk exposure evaluations to maintain appropriate insurance coverage while minimizing premium costs.
- Annual Employee Risk Management Training: Enhancing organizational risk awareness through structured training on workplace safety, liability mitigation, and regulatory compliance.
- Citywide Safety & Compliance Program: Developing and deploying an annual training initiative aligned with the City's LossCAP centralized safety manual, ensuring adherence to workplace safety regulations and risk control best practices.

## Program Staffing Allocations

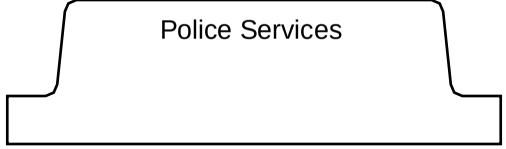
| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Finance Director | 0.20 | 0.20 | 0.20 | 0.20 |
| Information Technology Manager | 0.10 | 0.00 | 0.00 | 0.00 |
| Information Technology & Risk Manager | 0.00 | 0.30 | 0.30 | 0.30 |
| Accountant | 0.05 | 0.00 | 0.00 | 0.00 |
| Permint Technician I | 0.05 | 0.00 | 0.00 | 0.00 |
| **Total Full Time Equivalents** | **0.40** | **0.50** | **0.50** | **0.50** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| **Liability Evaluations** | | | | |
| LossCAP Action Items | 0 | 0 | 0 | 0 |
| Quarterly CJPIA Training Sessions | 4 | 2 | 2 | 2 |
| Insured Evaluations | 5 | 5 | 5 | 5 |
| | | | | |
| **Claims** | | | | |
| Claims for Damages | 17 | 5 | 8 | 8 |
| City Insurance Claims | 5 | 5 | 5 | 5 |
| Litigation | 0 | 2 | 2 | 2 |
| Worker's Comp Claims | 0 | 0 | 0 | 0 |

## Risk Management Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1012601 511000 Regular Employees | 64,684 | 109,900 | | 113,200 | 3.0% | | 116,600 | 3.0% |
| 1012601 521100 Retirement - Employer | 9,408 | 19,400 | | 20,000 | 3.1% | | 20,600 | 3.0% |
| 1012601 522000 FICA & Medicare | 3,590 | 8,500 | | 8,700 | 2.4% | | 9,000 | 3.4% |
| 1012601 523000 Group Insurance | 10,393 | 27,300 | | 28,100 | 2.9% | | 29,000 | 3.2% |
| 1012601 524000 OPEB Benefit | 18,391 | 24,200 | | 24,900 | 2.9% | | 25,700 | 3.2% |
| 1012601 525100 Retirement 401A | 1,617 | 2,900 | | 2,900 | 0.0% | | 3,000 | 3.4% |
| 1012601 526000 Vehicle/Cell Allowance | 787 | 1,000 | | 1,000 | 0.0% | | 1,100 | 10.0% |
| 1012601 526100 Employee FICA Benefit | 2,464 | 6,900 | | 7,100 | 2.9% | | 7,400 | 4.2% |
| 1012601 526200 HRA Medical Benefit | 300 | 500 | | 500 | 0.0% | | 600 | 20.0% |
| **Total Salary and Benefits** | **111,632** | **200,600** | | **206,400** | **2.9%** | | **213,000** | **3.2%** |
| 1012601 555000 Professional Development<br>CJPIA Risk Management Conference | 214 | 1,640 | | 1,700 | 3.7% | | 1,800 | 5.9% |
| 1012601 558000 Insurance Expense | 529,738 | 563,929 | | 582,100 | 3.2% | | 611,400 | 5.0% |
| Crime and Fidelity | | | 1,000 | | | 1,100 | | |
| Event Liability Insurance | | | 10,000 | | | 10,500 | | |
| General Liability and Worker's Comp | | | 270,800 | | | 284,400 | | |
| Property, Earth, Flood Insurance | | | 300,300 | | | 315,400 | | |
| 1012601 591600 Indirect Costs | 4,384 | 4,949 | | 7,200 | 45.5% | | 7,400 | 2.8% |
| 1012601 595000 Damage Claims | - | 2,513 | | 15,000 | 496.9% | | 15,000 | 0.0% |
| **TOTAL GENERAL FUND** | **645,968** | **773,631** | | **812,400** | **5.0%** | | **848,600** | **4.5%** |
| **Total Risk Management Program** | **645,968** | **773,631** | | **812,400** | **5.0%** | | **848,600** | **4.5%** |


Police Services

## Police Services Program

The Police Services Program of the City of Indian Wells is responsible for the oversight and management of all contracted law enforcement and public safety services. This comprehensive program covers police operations, animal control services, and financial support for school crossing guards at Gerald Ford Elementary School. The program is an administrative service function of the City Manager's department, ensuring alignment with municipal policies, public safety goals, and fiscal responsibility.

The City of Indian Wells contracts with the Riverside County Sheriff's Department to deliver a robust law enforcement framework with a strong emphasis on community-oriented policing and proactive problem-solving. This partnership fosters law enforcement and community collaboration, encouraging preventive strategies and enhancing public trust.

Under this agreement, the Sheriff's Department provides a comprehensive suite of contract services, including:

- Administration, Management, and Coordination: Oversight of law enforcement operations, ensuring effective service delivery and fostering strong community relations.
- 24/7 Patrol Services: Continuous law enforcement presence to safeguard public safety and maintain order.
- Traffic Enforcement: Dedicated efforts to manage traffic flow, enforce traffic laws, and promote road safety.
- Special Events Coverage: Security and traffic management for city-sponsored events, ensuring public safety and operational efficiency.
- Special Enforcement Team (SET) Operations: Targeted initiatives focused on burglary suppression, crime prevention, and investigative services.
- Forensic Services and Crime Data Analysis: Advanced forensic investigations and data-driven analysis to support proactive policing strategies and informed decision-making.

## Initiatives

The Police Services Program is committed to maintaining high standards of operational effectiveness and public safety through measurable performance indicators. Key areas of focus include:

- Crime Reduction Metrics: Monitoring crime rates, including burglary, theft, and violent crimes, to evaluate the impact of enforcement strategies.
- Operational Audits: Routine internal audits to ensure contractual obligations are met efficiently and cost-effectively.

- Code Enforcement Support: Work closely with the City Code Enforcement Staff to regulate Vacation Rentals, RV Parking, noise, and the enforcement of other municipal code laws.
- Community Engagement: Create closer relationships within the Community through Coffee with a Cop, Shop with a Cop, and similar efforts.

## Program Staffing Allocations

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| City Manager | 0.10 | 0.10 | 0.10 | 0.10 |
| Assistant City Manager | 0.05 | 0.05 | 0.05 | 0.05 |
| Senior Management Analyst | 0.05 | 0.00 | 0.00 | 0.00 |
| Administrative Services Manager | 0.00 | 0.10 | 0.10 | 0.10 |
| Management Assistant | 0.00 | 0.20 | 0.20 | 0.20 |
| **Total Full Time Equivalents** | **0.20** | **0.45** | **0.45** | **0.45** |

## Workload Activity Measures

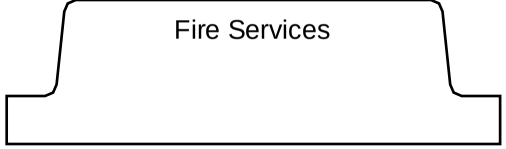
| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| **Total Calls for Service*** | 12,682 | 13,800 | 14,000 | 14,400 |
| **Traffic Citations** | | | | |
| Total Citations | 1,407 | 1,300 | 1,350 | 1,400 |
| Hazardous Citations | 1,282 | 1,150 | 1,200 | 1,250 |
| **Traffic Collisons** | | | | |
| Total Collisions | 131 | 150 | 155 | 160 |
| Injury | 33 | 42 | 45 | 50 |
| Non-Injury | 99 | 107 | 110 | 115 |
| Hit & Run | 42 | 20 | 25 | 30 |
| Fatalities | 0 | 1 | 1 | 1 |
| **Driving Under the Influence** | | | | |
| Total DUI Arrests | 33 | 30 | 35 | 40 |
| Traffic Enforcement Index** | | | | |
| **Thefts/Burglaries** | 84 | 120 | 130 | 140 |
| **Arrests** | | | | |
| Misdemeanor | 115 | 83 | 90 | 100 |
| Felony | 20 | 17 | 25 | 30 |

*Total calls for service include dispatched and self-initiated files drawn

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

# Police Services Program Budget

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | | |
| 1017101 511000 | Regular Employees | 70,381 | 81,100 | | 83,600 | 3.1% | | 86,200 | 3.1% |
| 1017101 521100 | Retirement - Employer | 8,380 | 14,500 | | 14,900 | 2.8% | | 15,400 | 3.4% |
| 1017101 522000 | FICA | 4,375 | 6,300 | | 6,400 | 1.6% | | 6,600 | 3.1% |
| 1017101 523000 | Group Insurance | 8,436 | 18,200 | | 18,700 | 2.7% | | 19,300 | 3.2% |
| 1017101 524000 | OPEB Benefit | 18,631 | 17,900 | | 18,400 | 2.8% | | 19,000 | 3.3% |
| 1017101 525100 | Retirement 401A | 3,710 | 4,300 | | 4,400 | 2.3% | | 4,600 | 4.5% |
| 1017101 526000 | Vehicle/Cell Allowance | 1,077 | 1,100 | | 1,100 | 0.0% | | 1,200 | 9.1% |
| 1017101 526100 | Employee FICA Benefit | 3,156 | 5,100 | | 5,200 | 2.0% | | 5,400 | 3.8% |
| 1017101 526200 | HRA Medical Benefit | 350 | 500 | | 500 | 0.0% | | 600 | 20.0% |
| **Total Salary and Benefits** | | **118,495** | **149,000** | | **153,200** | **2.8%** | | **158,300** | **3.3%** |
| 1017101 533000 | Other Contracted Services | 5,544,450 | 6,160,500 | | 6,682,300 | 8.5% | | 7,217,200 | 8.0% |
| | Animal Control | | | 8,600 | | | 9,300 | | |
| | Animal Vaccine Clinic | | | 3,500 | | | 3,800 | | |
| | Citation Processing Services | | | 6,000 | | | 6,500 | | |
| | Criminal Info. RMS | | | 57,800 | | | 62,500 | | |
| | Crossing Guard (Gerald Ford School) | | | 9,700 | | | 10,500 | | |
| | Sheriff's 3rd Party Services | | | 86,200 | | | 93,100 | | |
| | Sheriff's Contract | | | 6,400,200 | | | 6,912,300 | | |
| | Sheriff's Facilities | | | 110,300 | | | 119,200 | | |
| 1017101 542000 | Utilities | 4,994 | 6,954 | | 7,200 | 3.5% | | 7,500 | 4.2% |
| 1017101 552000 | Communications | 8,075 | 10,086 | | 10,500 | 4.1% | | 10,900 | 3.8% |
| | PSEC Radio | | | 4,500 | | | 4,635 | | |
| | Satellite Phone | | | 6,000 | | | 6,180 | | |
| 1017101 554000 | Printing | - | 1,500 | | 1,500 | 0.0% | | 1,600 | 6.7% |
| 1017101 556000 | Training and Equipment | 5,177 | 6,000 | | 6,200 | 3.3% | | 6,400 | 3.2% |
| 1017101 559000 | Miscellaneous Charges | 2,550 | 3,000 | | 3,100 | 3.3% | | 3,000 | -3.2% |
| 1017101 563000 | Operating Materials | - | 4,000 | | 4,100 | 2.5% | | 4,300 | 4.9% |
| 1017101 591600 | Indirect Costs | 3,410 | 3,469 | | 6,500 | 87.4% | | 6,700 | 3.1% |
| 1017101 599500 | Reimb. Credit | (233,813) | (224,050) | | (252,500) | 12.7% | | (260,100) | 3.0% |
| **TOTAL GENERAL FUND** | | **5,453,338** | **6,120,459** | | **6,622,100** | **8.2%** | | **7,155,800** | **8.1%** |
| **PUBLIC SAFETY FUND** | | | | | | | | | |
| 2037101 599000 | Operating Expense Debits | 35,750 | 37,500 | | 42,500 | 13.3% | | 43,800 | 3.1% |
| **TOTAL PUBLIC SAFETY FUND** | | **35,750** | **37,500** | | **42,500** | **13.3%** | | **43,800** | **3.1%** |
| **COPS AB 3229 FUND** | | | | | | | | | |
| 2117101 599000 | Operating Expense | 198,063 | 186,550 | | 210,000 | 12.6% | | 216,300 | 3.0% |
| **TOTAL COPS AB3229 FUND** | | **198,063** | **186,550** | | **210,000** | **12.6%** | | **216,300** | **3.0%** |
| **Total Police Services Program** | | **5,687,151** | **6,344,509** | | **6,874,600** | **8.4%** | | **7,415,900** | **7.9%** |


Fire Services

## Fire Services Program

The Fire Services Program is responsible for administering and overseeing all contracted fire-related services, encompassing fire suppression, fire prevention, fire investigation, fire safety education, state-mandated fire inspections, and paramedic services. The program is an administrative service function of the City Manager's department, ensuring strategic alignment with municipal objectives and regulatory compliance. The City of Indian Wells contracts with the Riverside County Fire Department, operating as a subcontractor of CAL FIRE. Under this agreement, the Fire Department delivers a comprehensive suite of services, including:

- Administration, management, and coordination of all contracted fire and emergency services.
- Continuous staffing of Fire Station 55, ensuring 24/7 coverage.
- Operation of one (1) fully equipped Fire Engine and one (1) Paramedic Ambulance.
- Accommodation of an additional Paramedic Ambulance, funded by the City of Palm Desert, to provide extended coverage to areas adjacent to Indian Wells.
- Provision of specialized rescue equipment for complex emergency scenarios.
- Access to a shared Ladder Truck in collaboration with the cities of Palm Desert and Rancho Mirage.
- Deployment of a part-time Fire Marshal responsible for regulatory enforcement and safety oversight.

In addition to these fire-related services, the City of Indian Wells maintains a contract with the Riverside County Emergency Management Department for an Emergency Services Coordinator. This role is dedicated to securing the necessary resources for emergency preparedness, facilitating response coordination, and overseeing recovery operations in the event of significant natural disasters or local emergencies.

## Initiatives

The Fire Services Program is focused on strengthening the City's emergency preparedness and response capabilities through the following initiatives:

- Ensuring operational readiness of the City's Emergency Operations Center (EOC).
- Delivering comprehensive emergency response training for City staff.
- Facilitating community-based training programs through the Community Emergency Response Team (CERT) initiative.
- Developing and updating emergency response plans and policies to maintain regulatory compliance and operational effectiveness.
- Conducting public education initiatives aimed at enhancing emergency awareness for residents and businesses.
- Pursuing research and acquisition of emergency grant funding to support program enhancements and resource development.

## Program Staffing Allocations

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| City Manager | 0.05 | 0.15 | 0.15 | 0.15 |
| Assistant City Manager | 0.05 | 0.15 | 0.15 | 0.15 |
| Administrative Services Manager | 0.00 | 0.35 | 0.35 | 0.35 |
| Senior Management Analyst | 0.05 | 0.00 | 0.00 | 0.00 |
| Management Assistant | 0.00 | 0.30 | 0.30 | 0.30 |
| Finance Director | 0.05 | 0.15 | 0.15 | 0.15 |
| Assistant Finance Director | 0.00 | 0.10 | 0.10 | 0.10 |
| Accountant | 0.05 | 0.10 | 0.10 | 0.10 |
| Accounting Technician III | 0.00 | 0.10 | 0.10 | 0.10 |
| Accounting Technician II | 0.05 | 0.10 | 0.10 | 0.10 |
| Accounting Technician I | 0.00 | 0.10 | 0.10 | 0.10 |
| **Total Full Time Equivalents** | **0.30** | **1.60** | **1.60** | **1.60** |

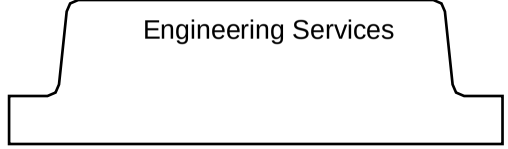
## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| **Calls for Service** | | | | |
| Medical Aid | 979 | 997 | 1,027 | 1,058 |
| Traffic Collision | 97 | 99 | 102 | 105 |
| False Alarm | 230 | 234 | 241 | 248 |
| Public Service | 96 | 98 | 101 | 104 |
| Fire | 6 | 6 | 6 | 7 |
| Other* | 39 | 40 | 41 | 42 |
| Total Calls for Service | 1,447 | 1,474 | 1,518 | 1,564 |

* Denotes calls for service that include Hazmat, Vegetation Fire, Standby, vehicle, Other Types of Fire, Rescues, Wildland Fires

# Fire Services Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **EMERGENCY SERVICES UPGRADE FUND** | | | | | | | | |
| 2287301 511000 Regular Employees | 138,320 | 263,000 | | 271,100 | 3.1% | | 279,300 | 3.0% |
| 2287301 521100 Retirement - Employer | 18,788 | 38,800 | | 40,000 | 3.1% | | 41,200 | 3.0% |
| 2287301 522000 FICA | 8,737 | 20,400 | | 21,000 | 2.9% | | 21,700 | 3.3% |
| 2287301 523000 Group Insurance | 22,057 | 67,300 | | 69,300 | 3.0% | | 71,400 | 3.0% |
| 2287301 524000 OPEB Benefit | 38,104 | 58,000 | | 59,700 | 2.9% | | 61,500 | 3.0% |
| 2287301 525100 Retirement 401A | 5,408 | 6,600 | | 6,800 | 3.0% | | 7,100 | 4.4% |
| 2287301 526000 Vehicle/Cell Allowance | 1,903 | 2,900 | | 2,900 | 0.0% | | 3,000 | 3.4% |
| 2287301 526100 Employee FICA Benefit | 6,323 | 16,400 | | 16,900 | 3.0% | | 17,500 | 3.6% |
| 2287301 526200 HRA Medical Benefit | 750 | 1,600 | | 1,600 | 0.0% | | 1,700 | 6.3% |
| **Total Salary and Benefits** | **240,390** | **475,000** | | **489,300** | **3.0%** | | **504,400** | **3.1%** |
| 2287301 531000 Professional Services | 4,454,114 | 4,785,000 | | 5,204,000 | 8.8% | | 5,568,300 | 7.0% |
| Ambulance Billing Services | | | 40,000 | | | 42,800 | | |
| Contract Fire Services w/ CALFire | | | 5,014,000 | | | 5,365,000 | | |
| Cove Cities Partnership - Emergency Response Manager | | | 150,000 | | | 160,500 | | |
| 2287301 533000 Ladder Truck Service | 579,656 | 630,000 | | 648,900 | 3.0% | | 668,400 | 3.0% |
| 2287301 542000 Utilities | 27,990 | 30,000 | | 31,500 | 5.0% | | 32,500 | 3.2% |
| 2287301 544000 Buildings & Grounds Maintenance | 16,221 | 37,500 | | 38,500 | 2.7% | | 39,700 | 3.1% |
| 2287301 558000 Insurance Expense | 19,014 | 21,900 | | 30,000 | 37.0% | | 31,600 | 5.3% |
| General Liability and Worker's Comp | | | 17,300 | | | 18,200 | | |
| Property, Earth, Flood Insurance | | | 12,700 | | | 13,400 | | |
| 2287301 564000 Maintenance Materials | - | - | | 5,100 | | | 5,800 | 13.7% |
| Janitorial Supplies | | | 700 | | | 800 | | |
| Hardware Supplies | | | 1,000 | | | 1,100 | | |
| Building & Maintenance Supplies | | | 1,000 | | | 1,100 | | |
| Paint Supplies | | | 500 | | | 600 | | |
| Electrical Supplies | | | 500 | | | 600 | | |
| Misc. Tools | | | 600 | | | 700 | | |
| Operating Supplies | | | 800 | | | 900 | | |
| 2287301 567100 Emergency Operations Center | - | 250 | | 16,100 | 6340.0% | | 16,900 | 5.0% |
| Emergency Preparedness Backpacks | | | 12,000 | | | 12,400 | | |
| EOC Phone Service Connection | | | 1,400 | | | 1,500 | | |
| Equipment | | | 1,500 | | | 1,600 | | |
| Satellite phone minutes | | | 800 | | | 900 | | |
| Training Expenses | | | 400 | | | 500 | | |
| 2287301 681100 Equipment Purchases | 24,449 | 25,000 | | 26,000 | 4.0% | | 26,800 | 3.1% |
| 2287301 591600 Indirect Costs | 8,768 | 7,434 | | 23,000 | 209.4% | | 23,700 | 3.0% |
| **TOTAL EMERGENCY SERVICES UPGRADE** | **5,370,601** | **6,012,084** | | **6,512,400** | 8.3% | | **6,918,100** | 6.2% |
| **Total Fire Services Program** | **5,370,601** | **6,012,084** | | **6,512,400** | **8.3%** | | **6,918,100** | **6.2%** |


Engineering Services

## Engineering Program

A primary function of the Public Works Department is the Engineering Program which oversees the design and construction of public improvements for private development projects, City capital improvement projects, and traffic signal operations. It manages and updates the Geographic Information System (GIS), regulates the issuance of grading, encroachment permits, oversized load permits, and oversees plan check and inspections for on-site and off-site infrastructure improvements. The Program also provides project management and administration for Public Works maintenance projects.

The Engineering Program also represents the City in regional compliance programs such as National Pollution Discharge Elimination System (NPDES), Solid Waste and state mandated recycling (CalRecycle); and Air Quality Management District (AQMD). In addition, the program represents the City for the transportation programs with the Coachella Valley Association of Governments (CVAG) and the Riverside County Transportation Commission (RCTC). As a sister agency to the Coachella Valley Water District (CVWD), Staff works cooperatively with CVWD on various projects. The program liaisons with Southern California Gas Company (SoCalGas), Southern California Edison (SCE), Imperial Irrigation District (IID) and various communication companies.

The Traffic Engineering component of the program provides system monitoring, signal design, directional and regulatory sign monitoring, traffic striping design, development and review of traffic studies, and review of traffic control plans.

## Initiatives

- Explore grant funding opportunities for City projects
- Implement Capital Improvement Program
- Maintain safe and efficient traffic flow
- Private development project review

## Program Staffing Allocation

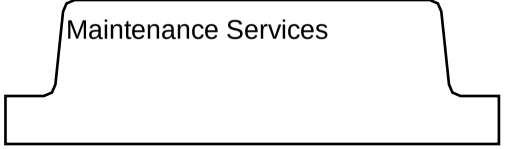
| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Public Works Director | 0.35 | 0.35 | 0.35 | 0.35 |
| Assistant Public Works Director | 0.40 | 0.40 | 0.40 | 0.40 |
| Administrative Assistant | 0.45 | 0.45 | 0.45 | 0.45 |
| Management Analyst | 0.45 | 0.45 | 0.45 | 0.45 |
| **Total Full Time Equivalents** | **1.65** | **1.65** | **1.65** | **1.65** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| Development Plan Check | 56 | 75 | 80 | 80 |
| Parcel Mergers | 1 | 1 | 5 | 5 |
| Lot Line Adjustments | 7 | 2 | 5 | 5 |
| Capital Improvement Projects | 24 | 33 | 28 | 16 |
| **Permits** | | | | |
| Encroachment | 60 | 35 | 45 | 45 |
| Grading | 26 | 10 | 15 | 15 |
| Oversized Load | 10 | 12 | 15 | 15 |
| **NPDES** | | | | |
| Inspections | 103 | 105 | 105 | 105 |
| Professional | 12 | 10 | 12 | 12 |
| Construction | 34 | 25 | 30 | 30 |
| **Contracts** | | | | |
| Maintenance | 28 | 28 | 28 | 28 |
| Professional | 27 | 25 | 23 | 23 |
| Construction | 8 | 7 | 9 | 8 |
| **Other** | | | | |
| General Counter Requests | 54 | 45 | 40 | 35 |
| Right-of-Way Requests | 37 | 26 | 25 | 25 |

# Engineering Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1018201 511000 Regular Employees | 202,344 | 228,700 | | 235,700 | 3.1% | | 242,800 | 3.0% |
| 1018201 521100 Retirement - Employer | 29,820 | 32,100 | | 33,000 | 2.8% | | 34,000 | 3.0% |
| 1018201 522000 FICA | 14,677 | 17,600 | | 18,100 | 2.8% | | 18,700 | 3.3% |
| 1018201 523000 Group Insurance | 42,586 | 51,800 | | 53,400 | 3.1% | | 55,100 | 3.2% |
| 1018201 524000 OPEB Benefit | 58,806 | 50,400 | | 51,900 | 3.0% | | 53,500 | 3.1% |
| 1018201 525100 Retirement 401A | 5,058 | 5,800 | | 5,900 | 1.7% | | 6,100 | 3.4% |
| 1018201 526000 Vehicle/Cell Allowance | 1,972 | 2,200 | | 2,200 | 0.0% | | 2,300 | 4.5% |
| 1018201 526100 Employee FICA Benefit | 10,848 | 14,100 | | 14,500 | 2.8% | | 15,000 | 3.4% |
| 1018201 526200 HRA Medical Benefit | 1,650 | 1,700 | | 1,700 | 0.0% | | 1,800 | 0.0% |
| **Total Salary and Benefits** | **367,760** | **404,400** | | **416,400** | **3.0%** | | **429,300** | **3.1%** |
| 1018201 531000 Professional Services | 73,072 | 88,150 | | 94,500 | 7.2% | | 97,600 | 3.3% |
| Blue Beam | | | 1,500 | | | 1,600 | | |
| Contracted Services | | | 17,000 | | | 17,600 | | |
| Grant Consultant | | | 45,000 | | | 46,400 | | |
| Munis | | | 22,000 | | | 22,700 | | |
| Near Map | | | 2,500 | | | 2,600 | | |
| Planet Bids | | | 6,500 | | | 6,700 | | |
| 1018201 532000 Engineering Services | 182,531 | 306,251 | | 310,200 | 1.3% | | 319,600 | 3.0% |
| Engineering Plan Check (SCES, LLA, Plan Check, Parcel/Tract Map) | | | 60,000 | | | 61,800 | | |
| Geotechnical | | | 28,000 | | | 28,900 | | |
| Inspection Services | | | 60,000 | | | 61,800 | | |
| On Call Engineering | | | 50,000 | | | 51,500 | | |
| Riverside County Flood Control | | | 5,600 | | | 5,800 | | |
| State Water Resources Control (NPDES) | | | 6,600 | | | 6,800 | | |
| Traffic Engineering | | | 100,000 | | | 103,000 | | |
| 1018201 553000 Postage | 125 | 205 | | 200 | -2.4% | | 300 | 50.0% |
| 1018201 555000 Professional Development | 33,583 | 42,500 | | 30,000 | -29.4% | | 31,100 | 3.7% |
| Education | | | 10,000 | | | 10,300 | | |
| Leadership Coachella Valley | | | 2,000 | | | 2,100 | | |
| League of CA Cities | | | 2,500 | | | 2,600 | | |
| MMASC | | | 3,000 | | | 3,100 | | |
| Public Engagement | | | 10,000 | | | 10,300 | | |
| Strategic Planning | | | 2,100 | | | 2,200 | | |
| Subdivision Map Act | | | 400 | | | 500 | | |
| 1018201 557000 Membership & Dues | 1,194 | 1,900 | | 2,300 | 21.1% | | 2,500 | 8.7% |
| APWA Membership/Luncheons | | | 2,000 | | | 2,100 | | |
| Civil Eng. License | | | 300 | | | 400 | | |
| 1018201 561000 Office Expense | 3,036 | 3,700 | | 3,800 | 2.7% | | 4,000 | 5.3% |
| 1018201 591600 Indirect Costs | 21,432 | 16,355 | | 23,700 | 44.9% | | 24,500 | 3.4% |
| 1018201 599500 Reimb. Credit | (18,503) | (30,600) | | (25,300) | -17.3% | | (26,300) | 4.0% |
| **TOTAL GENERAL FUND** | **664,229** | **832,861** | | **855,800** | **2.8%** | | **882,600** | **3.1%** |
| **TRAFFIC SAFETY FUND** | | | | | | | | |
| 2028201 599000 Operating Expenses | 17,500 | 23,100 | | 23,900 | 3.5% | | 24,700 | 3.3% |
| **TOTAL TRAFFIC SAFETY FUND** | **17,500** | **23,100** | | **23,900** | **3.5%** | | **24,700** | **3.3%** |
| **SCAQMD FUND** | | | | | | | | |
| 2108201 533000 Other Contracted Services | 2,334 | 7,500 | | 7,800 | 4.0% | | 8,200 | 5.1% |
| CVAG/AB 2766/PM 10 Program | | | | | | | | |
| **TOTAL SCAQMD FUND** | **2,334** | **7,500** | | **7,800** | **4.0%** | | **8,200** | **5.1%** |
| **GAS TAX FUND-ENGIN/ADMIN** | | | | | | | | |
| 2188201 599000 Operating Expense | 1,003 | 1,200 | | 1,400 | 16.7% | | 1,600 | 14.3% |
| **TOTAL GAS TAX FUND-ENGIN/ADMIN** | **1,003** | **1,200** | | **1,400** | **16.7%** | | **1,600** | **14.3%** |
| **Total Engineering Program** | **685,066** | **864,661** | | **888,900** | **2.8%** | | **917,100** | **3.2%** |


Maintenance Services

## 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 maintenance Staff and contract services to oversee and perform these duties. The principal areas of responsibility include landscape and irrigation management, building maintenance, pothole repair, curb, gutter and sidewalk repair, litter and graffiti removal, sign repair and replacement, vehicle maintenance, street sweeping, storm drain cleanout and repair, fountain maintenance and safety lighting, landscaping and decorative lighting.

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

## Initiatives

- Actively monitor the health and viability of City landscaping, maintain landscape and sidewalk lighting, and repair sidewalk tripping and slip/fall hazards.
- Ensure compliance with applicable regulation changes (i.e. Occupational Health and Safety Administration (OSHA) and Hazardous Materials (HazMat), etc.)
- Implement Concrete Repair Program to preserve sidewalks
- Maintain the safety and accessibility of public roadways
- Ensure irrigation water system efficiency and compliance with Coachella Valley Water District regulations without sacrificing landscape quality

## Program Staff Allocation

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Public Works Director | 0.45 | 0.45 | 0.45 | 0.45 |
| Assistant Public Works Director | 0.40 | 0.40 | 0.40 | 0.40 |
| Management Analyst | 0.45 | 0.45 | 0.45 | 0.45 |
| Management Assistant | 0.00 | 1.00 | 1.00 | 1.00 |
| Permit Technician I | 0.30 | 0.00 | 0.00 | 0.00 |
| Administrative Assistant | 0.40 | 0.40 | 0.40 | 0.40 |
| Public Works Superintendent | 0.50 | 0.50 | 0.50 | 0.50 |
| Public Works Inspector | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance Worker II | 0.50 | 0.50 | 0.50 | 0.50 |
| Maintenance Worker II | 0.50 | 0.50 | 0.50 | 0.50 |
| Maintenance Worker I | 0.50 | 0.50 | 0.50 | 0.50 |
| Maintenance Worker I | 0.50 | 0.50 | 0.50 | 0.50 |
| **Total Full Time Equivalents** | **5.50** | **6.20** | **6.20** | **6.20** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| Graffiti (ea) | 25 | 31 | 35 | 35 |
| Pot Hole Repair (ea) | 55 | 65 | 65 | 65 |
| Sidewalk Repair (sq ft) | 250 | 350 | 500 | 500 |
| Curb & Gutter (lf) | 35 | 45 | 55 | 55 |
| Backhoe Labor (hrs) | 225 | 250 | 250 | 250 |
| Accident/Motorist Response (ea) | 15 | 25 | 25 | 25 |
| Road/Right-of-Way Debris (ea) | 25 | 35 | 35 | 35 |
| Storm Drain Cleaning (tonage) | 5 | 6 | 6 | 6 |
| Hazmat Cleanup (gal) | 0 | 5 | 5 | 5 |
| ER After-Hours Calls (ea) | 125 | 130 | 130 | 130 |
| Animal Control/Pickup (ea) | 10 | 15 | 15 | 15 |
| Plumbing Repair (ea) | 3 | 5 | 5 | 5 |
| Fire Station Repairs (ea) | 25 | 35 | 35 | 35 |
| Masonry Repair (sf) | 150 | 300 | 300 | 300 |
| Signal Head Indication/Repair (ea) | 25 | 35 | 35 | 35 |
| PED Buttons Troubleshoot (ea) | 4 | 10 | 10 | 10 |
| Red Flash Repairs (ea) | 5 | 15 | 15 | 15 |

# Maintenance Services Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| 1018301 511000 Regular Employees | 504,733 | 609,600 | | 628,400 | 3.1% | | 647,300 | 3.0% |
| 1018301 521100 Retirement - Employer | 58,948 | 84,100 | | 86,700 | 3.1% | | 89,400 | 3.1% |
| 1018301 522000 FICA | 38,678 | 46,700 | | 48,100 | 3.0% | | 49,600 | 3.1% |
| 1018301 523000 Group Insurance | 117,951 | 174,700 | | 180,100 | 3.1% | | 185,600 | 3.1% |
| 1018301 524000 OPEB Benefit | 150,577 | 134,200 | | 138,300 | 3.1% | | 142,500 | 3.0% |
| 1018301 525100 Retirement 401A | 12,487 | 15,400 | | 15,800 | 2.6% | | 16,300 | 3.2% |
| 1018301 526000 Vehicle/Cell Allowance | 3,433 | 4,000 | | 4,100 | 2.5% | | 4,300 | 4.9% |
| 1018301 526100 Employee FICA Benefit | 24,594 | 37,900 | | 39,000 | 2.9% | | 40,200 | 3.1% |
| 1018301 526200 HRA Medical Benefit | 5,350 | 5,800 | | 5,900 | 1.7% | | 6,100 | 3.4% |
| **Total Salary and Benefits** | **916,750** | **1,112,400** | | **1,146,400** | **3.1%** | | **1,181,300** | **3.0%** |
| 1018301 533000 Other Contracted Services | 12,529 | 9,900 | | 4,900 | -50.5% | | 5,100 | 4.1% |
| DAKTrak (ADA Software) | | | 2,200 | | | 2,300 | | |
| Arbor Pro | | | 2,700 | | | 2,800 | | |
| 1018301 542000 Utilities | 15,598 | 32,900 | | 35,000 | 6.4% | | 36,800 | 5.1% |
| 1018301 542002 Utilities | 24,180 | 29,600 | | 33,000 | 11.5% | | 34,700 | 5.2% |
| 1018301 543000 Equipment Rental | 7,672 | 19,000 | | 20,000 | 5.3% | | 20,600 | 3.0% |
| 1018301 544000 Building & Grounds Maint. | 78,870 | 141,100 | | 149,600 | 6.0% | | 154,500 | 3.3% |
| City Towel/Mats/Air Freshener/Soap Dispenser | | | 3,800 | | | 4,000 | | |
| Civic Center Pest Control Services | | | 4,100 | | | 4,300 | | |
| Indoor Plant Maintenance Services | | | 5,200 | | | 5,400 | | |
| Janitorial Services | | | 72,000 | | | 74,200 | | |
| Roof Maintenance | | | 15,000 | | | 15,500 | | |
| Security/Fire Alarm Monitoring Services | | | 7,500 | | | 7,800 | | |
| Workspace, Plumbing & Repairs | | | 42,000 | | | 43,300 | | |
| 1018301 545000 Infrastructure | 91,506 | 105,100 | | 149,000 | 41.8% | | 153,700 | 3.2% |
| City Street Sweeping | | | 75,000 | | | 77,300 | | |
| Concrete Repair | | | 15,000 | | | 15,500 | | |
| Signage | | | 10,000 | | | 10,300 | | |
| Storm Drain Cleaning | | | 24,000 | | | 24,800 | | |
| Street Striping | | | 25,000 | | | 25,800 | | |
| 1018301 545002 Infrastructure | 40,740 | 35,000 | | 63,700 | 82.0% | | 65,800 | 3.3% |
| Share Signal Maintenance (La Quinta) | | | 3,000 | | | 3,100 | | |
| Shared Streets & Signal Maintenance (Palm Desert) | | | 35,000 | | | 36,100 | | |
| Traffic Signs | | | 10,300 | | | 10,700 | | |
| Traffic Signal Programming | | | 15,400 | | | 15,900 | | |
| 1018301 546000 Vehicle Maintenance | 5,305 | 21,525 | | 23,000 | 6.9% | | 23,700 | 3.0% |
| 1018301 547000 Other Equipment Maintenance | 10,389 | 15,375 | | 16,000 | 4.1% | | 16,500 | 3.1% |
| 1018301 552000 Communications | 578 | 2,050 | | 1,000 | -51.2% | | 1,100 | 10.0% |
| 1018301 555000 Professional Development | 4,593 | 6,252 | | 7,000 | 12.0% | | 7,300 | 4.3% |
| 1018301 557000 Membership & Dues | 365 | 707 | | 700 | -1.0% | | 800 | 14.3% |
| APWA | | | 700 | | | 800 | | |
| 1018301 559000 Miscellaneous Charges | 53 | 5,253 | | 5,400 | 2.8% | | 5,600 | 3.7% |

# Maintenance Services Program Budget continued

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| 1018301 561000 Office Expense | 2,332 | 2,562 | | 2,600 | 1.5% | | 2,700 | 3.8% |
| 1018301 562000 Reference Materials | 387 | 1,025 | | 1,100 | 7.3% | | 1,200 | 9.1% |
| 1018301 563000 Operating Materials | - | 700 | | 800 | 14.3% | | 900 | 12.5% |
| Tennis HOA Parking Permits | | | 800 | | | 900 | | |
| 1018301 564000 Maintenance Materials | 40,152 | 51,454 | | 51,700 | 0.5% | | 53,600 | 3.7% |
| Building & Maintenance Supplies | | | 7,600 | | | 7,900 | | |
| Electrical Supplies | | | 5,000 | | | 5,200 | | |
| Hardware Supplies | | | 12,200 | | | 12,600 | | |
| Janitorial Supplies | | | 6,000 | | | 6,200 | | |
| Operating Supplies | | | 10,400 | | | 10,800 | | |
| Paint Supplies | | | 5,000 | | | 5,200 | | |
| Shop Tools | | | 5,500 | | | 5,700 | | |
| 1018301 565000 Minor Equipment | 79,328 | 26,265 | | 28,000 | 6.6% | | 28,900 | 3.2% |
| 1018301 566000 Uniforms & Clothing | 3,339 | 4,612 | | 4,800 | 4.1% | | 5,000 | 4.2% |
| 1018301 567100 Fuel & Oil | 22,127 | 27,100 | | 30,000 | 10.7% | | 30,900 | 3.0% |
| 1018301 591600 Indirect Costs | 43,839 | 53,029 | | 83,800 | 58.0% | | 86,600 | 3.3% |
| 1018301 599500 Reimb. Credit | (133,983) | (144,660) | | (144,200) | -0.3% | | (148,700) | 3.1% |
| **TOTAL GENERAL FUND** | **1,266,649** | **1,558,249** | | **1,713,300** | **10.0%** | | **1,768,600** | **3.2%** |
| **GAS TAX FUND - 2103** | | | | | | | | |
| 2148301 599000 Operating Expenses | 43,192 | 44,900 | | 46,400 | 3.3% | | 47,800 | 3.0% |
| **TOTAL GAS TAX FUND - 2103** | **43,192** | **44,900** | | **46,400** | **3.3%** | | **47,800** | **3.0%** |
| **GAS TAX FUND - 2105** | | | | | | | | |
| 2158301 599000 Operating Expenses | 28,799 | 30,000 | | 31,000 | 3.3% | | 32,000 | 3.2% |
| **TOTAL GAS TAX FUND - 2105** | **28,799** | **30,000** | | **31,000** | **3.3%** | | **32,000** | **3.2%** |
| **GAS TAX FUND - 2106** | | | | | | | | |
| 2168301 599000 Operating Expenses | 23,048 | 24,000 | | 24,900 | 3.8% | | 25,700 | 3.2% |
| **TOTAL GAS TAX FUND - 2106** | **23,048** | **24,000** | | **24,900** | **3.8%** | | **25,700** | **3.2%** |
| **GAS TAX FUND - 2107** | | | | | | | | |
| 2178301 599000 Operating Expenses | 38,944 | 40,500 | | 41,900 | 3.5% | | 43,200 | 3.1% |
| **TOTAL GAS TAX FUND - 2107** | **38,944** | **40,500** | | **41,900** | **3.5%** | | **43,200** | **3.1%** |
| **GAS TAX FUND - RMRA** | | | | | | | | |
| 2198301 599000 Operating Expenses | 223,403 | 124,400 | | 128,200 | 3.1% | | 132,100 | 3.0% |
| 2198301 599900 Operating Transfer Out | - | - | | - | 0.0% | | - | 0.0% |
| **TOTAL GAS TAX FUND - RMRA** | **223,403** | **124,400** | | **128,200** | 3.1% | | **132,100** | **3.0%** |
| **Total Maintenance Services Program** | **1,624,036** | **1,822,049** | | **1,985,700** | **9.0%** | | **2,049,400** | **3.2%** |


Recycling & Solid Waste

## Recycling and Solid Waste Program

The Recycling and Solid Waste Program operates under the jurisdiction of the Public Works Department and is responsible for the collection and management of residential waste. In alignment with State Mandate Assembly Bill 939 (AB 939), the Program is tasked with diverting a minimum of 50% of all solid waste generated within the City through a combination of recycling initiatives and green waste diversion programs. Compliance with AB 939 ensures the City's continued commitment to sustainable waste management practices and environmental stewardship.

The Program is financially supported through a levy assessed on all residential properties within the City. These dedicated funds facilitate the implementation of waste management policies, operational costs, and infrastructure improvements necessary to meet both state and local regulatory requirements.

## Implementation of Senate Bill 1383 (SB 1383) Regulations

In 2022, the City undertook a comprehensive revision of its Rubbish Agreement with Burrtec Waste & Recycling Services to facilitate compliance with Senate Bill 1383 (SB 1383, Chapter 395, Statutes of 2016). This legislative measure represents the most substantial shift in California's solid waste management framework in over three decades, specifically targeting the reduction of organic waste in landfills.

The California Department of Resources Recycling and Recovery (CalRecycle) has established regulatory requirements under SB 1383 (the "SB 1383 Regulations"), mandating that municipalities implement organic waste collection programs. These programs are designed to divert food scraps, landscaping debris, and other organic materials from landfill disposal, thereby mitigating greenhouse gas emissions and supporting the State's broader climate objectives.

The SB 1383 Regulations became effective on January 1, 2022, with the City's residential SB 1383 Program implementation scheduled for full adoption by April 30, 2023. The legislation sets forth ambitious statewide waste reduction targets, including:

- A 50% reduction in organic waste disposal (based on 2014 levels) by 2020.
- A 75% reduction in organic waste disposal by 2025.
- The recovery and redistribution of at least 20% of currently disposed edible food to individuals in need by 2025.

## Initiatives

To achieve compliance with state-mandated waste diversion goals and to enhance the efficiency of the City's solid waste management infrastructure, the Recycling and Solid Waste Program has established the following key initiatives:

- Ensure Compliance with State-Mandated Waste Diversion Targets: Achieve a 75% waste diversion rate through enhanced recycling, green waste programs, and organic waste management strategies.
- Full Implementation of SB 1383 Regulations: Establish and enforce organic waste collection services, promote public education on waste reduction, and develop systems for the recovery and redistribution of edible food.
- Expand Infrastructure and Partnerships: Collaborate with waste haulers, businesses, and community organizations to develop efficient waste processing systems and increase public participation in recycling and composting efforts.
- Enhance Monitoring and Reporting Mechanisms: Implement data-driven assessment models to track waste diversion progress, optimize collection services, and ensure compliance with state and local mandates.

Through these efforts, the City remains committed to environmental sustainability, regulatory compliance, and the long-term reduction of landfill dependency in accordance with California's evolving waste management policies.

## Program Staff Allocation

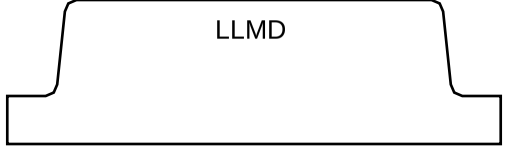
| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Public Works Director | 0.10 | 0.10 | 0.10 | 0.10 |
| Assistant Public Works Director | 0.10 | 0.10 | 0.10 | 0.10 |
| Management Analyst II | 0.10 | 0.10 | 0.10 | 0.10 |
| Administrative Assistant | 0.10 | 0.10 | 0.10 | 0.10 |
| **Total Full Time Equivalents** | **0.40** | **0.40** | **0.40** | **0.40** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2025/26 Estimate |
|---|---|---|---|---|
| Solid Waste Diversion (Percent) | 66% | 68% | 71% | 74% |

# Recycling & Solid Waste Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **AB 939 RECYCLING FUND** | | | | | | | | |
| **Recycling Program** | | | | | | | | |
| 2472708 511000 Regular Employees | 25,767 | 29,000 | | 29,800 | 2.8% | | 30,700 | 3.0% |
| 242708 521100 Retirement - Employer | 3,820 | 4,200 | | 4,300 | 2.4% | | 4,500 | 4.7% |
| 2472708 522000 FICA | 1,828 | 2,300 | | 2,300 | 0.0% | | 2,400 | 4.3% |
| 2472708 523000 Group Insurance | 5,066 | 6,400 | | 6,500 | 1.6% | | 6,700 | 3.1% |
| 2472708 524000 OPEB Benefit | 7,467 | 6,500 | | 6,600 | 1.5% | | 6,800 | 3.0% |
| 2472708 525100 Retirement 401A | 644 | 800 | | 800 | 0.0% | | 900 | 12.5% |
| 2472708 526000 Vehicle/Cell Allowance | 265 | 300 | | 300 | 0.0% | | 400 | 33.3% |
| 2472708 526100 Employee FICA Benefit | 1,356 | 1,900 | | 1,900 | 0.0% | | 2,000 | 5.3% |
| 2472708 526200 HRA Medical Benefit | 200 | 200 | | 200 | 0.0% | | 300 | 0.0% |
| **Total Salary and Benefits** | **46,414** | **51,600** | | **52,700** | 2.1% | | **54,700** | **3.8%** |
| 2472708 531000 Professional Services | 39,188 | 41,000 | | 42,500 | 3.7% | | 43,900 | 3.3% |
| WM Recycling Coordinator | | | 41,500 | | | 42,800 | | |
| Record Destruction - Shredding Services | | | 1,000 | | | 1,100 | | |
| 2472708 533000 Other Contracted Services | 1,772 | 2,500 | | 2,600 | 4.0% | | 2,700 | 3.8% |
| 2472708 544000 Buildings & Grounds | 79,999 | 100,000 | | 100,000 | 0.0% | | 100,000 | 0.0% |
| 2472708 558000 Insurance Expense | 4,082 | 4,100 | | 1,900 | -53.7% | | 2,000 | 5.3% |
| General Liability and Worker's Comp | | | 1,900 | | | 2,000 | | |
| 2472708 561000 Office Expense | 6,248 | 6,400 | | 6,600 | 3.1% | | 6,800 | 3.0% |
| 2472708 563000 Operating Materials | 18,730 | 19,000 | | 19,600 | 3.2% | | 20,200 | 3.1% |
| 2472708 591600 Indirect Costs | 2,923 | 2,650 | | 2,900 | 9.4% | | 3,000 | 3.4% |
| **TOTAL SOLID WASTE FUND** | **199,355** | **227,250** | | **228,800** | **0.7%** | | **233,299** | **2.0%** |
| **SOLID WASTE FUND** | | | | | | | | |
| **Solid Waste Program** | | | | | | | | |
| 2482708 511000 Regular Employees | 25,767 | 29,000 | | 29,800 | 2.8% | | 30,700 | 3.0% |
| 2482708 521100 Retirement - Employer | 3,820 | 4,200 | | 4,300 | 2.4% | | 4,500 | 4.7% |
| 2482708 522000 FICA | 1,828 | 2,300 | | 2,300 | 0.0% | | 2,400 | 4.3% |
| 2482708 523000 Group Insurance | 5,061 | 6,400 | | 6,500 | 1.6% | | 6,700 | 3.1% |
| 2482708 524000 OPEB Benefit | 7,467 | 6,500 | | 6,600 | 1.5% | | 6,800 | 3.0% |
| 2482708 525100 Retirement 401A | 644 | 800 | | 800 | 0.0% | | 900 | 12.5% |
| 2482708 526000 Vehicle/Cell Allowance | 265 | 300 | | 300 | 0.0% | | 400 | 33.3% |
| 2482708 526100 Employee FICA Benefit | 1,356 | 1,900 | | 1,900 | 0.0% | | 2,000 | 5.3% |
| 2482708 526200 HRA Medical Benefit | 200 | 200 | | 200 | 0.0% | | 300 | 0.0% |
| **Total Salary and Benefits** | **46,409** | **51,600** | | **52,700** | 2.1% | | **54,700** | **3.8%** |
| 2482708 531000 Professional Services | 1,507,967 | 1,520,000 | | 1,586,000 | 4.3% | | 1,665,400 | 5.0% |
| Contract Rubbish and Recycling Services | | | 1,575,000 | | | 1,653,800 | | |
| Mailing Services | | | 6,000 | | | 6,300 | | |
| Communication Services | | | 5,000 | | | 5,300 | | |
| 2482708 558000 Insurance Expense | 4,082 | 1,800 | | 1,900 | 5.6% | | 2,000 | 5.3% |
| General Liability and Worker's Comp | | | 1,900 | | | 2,000 | | |
| 2482708 563000 Operating Materials | - | 5,000 | | 5,000 | 0.0% | | 5,000 | 0.0% |
| 2482708 591600 Indirect Costs | 2,143 | 2,610 | | 2,900 | 11.1% | | 3,000 | 3.4% |
| **TOTAL SOLID WASTE FUND** | **1,560,601** | **1,581,010** | | **1,648,500** | **4.3%** | | **1,730,099** | **4.9%** |
| **Total Recycling & Solid Waste Program** | **1,759,955** | **1,808,260** | | **1,877,300** | **3.8%** | | **1,963,398** | **4.6%** |


LLMD

## Landscape and Lighting Maintenance Districts (LLMD) Program

The City of Indian Wells places significant emphasis on the meticulous maintenance of the landscaping along Highway 111, recognizing it as a defining feature that enhances the City's aesthetic appeal and establishes a distinguished sense of arrival.

The Landscape and Lighting Maintenance District (LLMD) Program provides comprehensive maintenance services for the city's landscaping and lighting requirements. The LLMDs are categorized into three distinct types: General Fund Districts, Contract Districts, and Pass-through Districts.

Annually, the City levies and collects special assessments to fund and uphold improvements within the Indian Wells Landscape and Lighting District No. 91-1 (the District). Established in 1991 through the consolidation of several individual landscape and lighting maintenance districts, the District operates under the provisions of the Landscaping and Lighting Act of 1972.

The Engineer's Levy Report, prepared in accordance with state requirements, provides a detailed description of the District, outlines any modifications, and proposes annual assessments. These assessments are meticulously calculated based on the City's projections of revenues and expenditures necessary to maintain improvements that confer direct and special benefits to properties within the District and its respective Zones. The report ensures compliance with the Special District Financial Transactions Report guidelines as mandated by the State Controller's Office.

The City engages private-sector landscape contractors to perform maintenance of landscape and lighting facilities for both General Fund and Contract LLMD areas. The Public Works Department administers the Landscape and Lighting Maintenance District Program, ensuring that maintenance activities adhere to established standards.

In Pass-through Districts, maintenance responsibilities for respective frontage areas are managed independently. Landscape maintenance encompasses activities such as mowing, fertilizing, weed abatement, planting, and irrigation. Lighting maintenance includes tasks aimed at ensuring the proper functioning of the district's lighting features, including wire repairs, bulb replacements, and fixture repairs.

## Initiatives

- Preserve Iconic Citywide Landscaping and Enhance the Sense of Arrival in Indian Wells: Implementing best landscape maintenance and design practices to uphold the city's aesthetic standards and welcoming atmosphere.

- Standardize Plant Palettes: Developing and enforcing consistent plant selection guidelines to ensure uniformity and sustainability across all landscaped areas.
- Implement Water Conservation Measures: Adopting efficient irrigation technologies and drought-resistant plant species to promote water conservation and reduce utility costs.

## Program Staffing Allocation (General Fund Area only)

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| Public Works Director | 0.10 | 0.10 | 0.10 | 0.10 |
| Assistant Public Works Director | 0.10 | 0.10 | 0.10 | 0.10 |
| Administrative Assistant | 0.05 | 0.05 | 0.05 | 0.05 |
| Public Works Superintendent | 0.50 | 0.50 | 0.50 | 0.50 |
| Maintenance Worker II | 0.50 | 0.50 | 0.50 | 0.50 |
| Maintenance Worker II | 0.50 | 0.50 | 0.50 | 0.50 |
| Maintenance Worker I | 0.50 | 0.50 | 0.50 | 0.50 |
| Maintenance Worker I | 0.50 | 0.50 | 0.50 | 0.50 |
| **Total Full Time Equivalents** | **2.75** | **2.75** | **2.75** | **2.75** |

## Workload Activity Measures

| ` | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| Maintained Landscape Area (Acres) | 77.0 | 77.0 | 77.0 | 77.0 |
| Landscape Maintenance Cost | $ 850,000 | $ 1,020,000 | $ 1,050,600 | $ 1,082,118 |
| Flowers Planted (Flats) | 3,500 | 3,300 | 3,300 | 3,300 |
| Fertilizer (Qty 50-lb bags) | 160 | 160 | 160 | 160 |
| Irrigation - Water (Gallons) | 1,050,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Bollard Lighting | 350 | 500 | 500 | 500 |
| Palm Tree Lighting | 325 | 500 | 500 | 500 |
| Tombstone Lighting | 225 | 500 | 500 | 500 |
| Shrub R&R | 925 | 1,500 | 1,500 | 1,500 |
| Irrigation Repairs | 210 | 250 | 250 | 250 |
| Mulch Installation | 100 | 150 | 150 | 150 |
| Palm Trees R&R | 35 | 155 | 30 | 30 |
| Masonry R&R | 35 | 55 | 55 | 55 |

# City Parkways Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | |
| **City Parkways** | | | | | | | | |
| 1018420 511000 Regular Employees | 241,210 | 256,000 | | 263,900 | 3.1% | | 271,900 | 3.0% |
| 1018420 521100 Retirement - Employer | 25,844 | 30,200 | | 31,100 | 3.0% | | 32,100 | 3.2% |
| 1018420 522000 FICA | 19,106 | 19,600 | | 20,200 | 3.1% | | 20,900 | 3.5% |
| 1018420 523000 Group Insurance | 62,697 | 83,400 | | 85,900 | 3.0% | | 88,500 | 3.0% |
| 1018420 524000 OPEB Benefit | 69,184 | 56,400 | | 58,100 | 3.0% | | 59,900 | 3.1% |
| 1018420 525100 Retirement 401A | 6,030 | 6,500 | | 6,600 | 1.5% | | 6,800 | 3.0% |
| 1018420 526000 Vehicle/Cell Allowance | 1,952 | 2,100 | | 2,100 | 0.0% | | 2,200 | 4.8% |
| 1018420 526100 Employee FICA Benefit | 14,515 | 16,000 | | 16,400 | 2.5% | | 16,900 | 3.0% |
| 1018420 526200 HRA Medical Benefit | 2,750 | 2,800 | | 2,800 | 0.0% | | 2,900 | 3.6% |
| **Total Salary and Benefits** | **443,288** | **473,000** | | **487,100** | **3.0%** | | **502,100** | **3.1%** |
| 1018420 542000 Utilities | 169,175 | 195,000 | | 215,000 | 10.3% | | 221,500 | 3.0% |
| 1018420 544000 Bldg. & Grounds Maintenance | 598,249 | 773,666 | | 1,133,100 | 46.5% | | 1,190,000 | 5.0% |
| Arborist Services | | | 10,000 | | | 10,500 | | |
| Channel Maintenance | | | 60,000 | | | 63,000 | | |
| City of La Quinta Median Maintenance | | | 5,200 | | | 5,500 | | |
| City of Palm Desert Median Maintenance | | | 27,000 | | | 28,400 | | |
| City portion of LLMD A8 | | | 125,000 | | | 131,300 | | |
| Citywide Landscaping | | | 850,000 | | | 892,500 | | |
| Extra Landscape Services | | | 45,000 | | | 47,300 | | |
| Pest Control | | | 3,900 | | | 4,100 | | |
| Traffic Control | | | 7,000 | | | 7,400 | | |
| 1018420 564001 Maint. and Capital Replacement | 91,643 | 171,113 | | 81,700 | -52.3% | | 85,900 | 5.1% |
| Annual Planting | | | 60,000 | | | 63,000 | | |
| Electrical Upgrades | | | 5,200 | | | 5,500 | | |
| Irrigation Upgrades | | | 16,500 | | | 17,400 | | |
| 1018420 591600 Indirect Costs | 18,510 | 27,258 | | 39,400 | 44.5% | | 40,700 | 3.3% |
| 1018420 599500 Reimb. Credit | (336,736) | (350,206) | | (360,800) | 3.0% | | (371,700) | 3.0% |
| **TOTAL GENERAL FUND** | **984,129** | **1,289,831** | | **1,595,500** | **23.7%** | | **1,668,500** | **4.6%** |
| **MEASURE "A" FUND** | | | | | | | | |
| 2048420 599000 Operating Expenses | 336,736 | 350,206 | | 360,800 | 3.0% | | 371,700 | 3.0% |
| **TOTAL MEASURE "A" FUND** | **336,736** | **350,206** | | **360,800** | **3.0%** | | **371,700** | **3.0%** |
| **Total City Parkways Program** | **1,320,865** | **1,640,037** | | **1,956,300** | **19.3%** | | **2,040,200** | **4.3%** |

## Eldorado Drive LLMD (Zone A1)

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

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Eldorado Drive LLMD A1** | | | | | | | | | |
| 2718401 531000 | Professional Services | 2,145 | 4,500 | | 4,600 | 2.2% | | 4,800 | 4.3% |
| 2718401 542000 | Utilities | 5,381 | 12,200 | | 12,500 | 2.5% | | 12,900 | 3.2% |
| 2718401 544000 | Building & Grounds Maint. | 19,700 | 39,800 | | 41,000 | 3.0% | | 42,300 | 3.2% |
| 2718401 564000 | Maintenance Materials | - | 29,100 | | 30,000 | 3.1% | | 30,900 | 3.0% |
| **Total** | **Eldorado Drive LLMD** | **27,227** | **85,600** | | **88,100** | **2.9%** | | **90,900** | **3.2%** |

## Montecito/Stardust LLMD (Zone A2)

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

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Montecito/Stardust LLMD A2** | | | | | | | | | |
| 2728402 531000 | Professional Services | 351 | 2,600 | | 2,600 | 0.0% | | 2,700 | 3.8% |
| 2728402 542000 | Utilities | 4,027 | 7,800 | | 8,000 | 2.6% | | 8,300 | 3.8% |
| 2728402 544000 | Building & Grounds Maint. | 9,700 | 15,600 | | 16,000 | 2.6% | | 16,500 | 3.1% |
| 2728402 564000 | Maintenance Materials | 3,578 | 4,500 | | 4,600 | 2.2% | | 4,800 | 4.3% |
| **Total** | **Montecito/Stardust LLMD** | **17,656** | **30,500** | | **31,200** | **2.3%** | | **32,300** | **3.5%** |

## 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 Casa Dorado Homeowner's Association manages the District through a landscape contract responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Casa Dorado LLMD A3** | | | | | | | | | |
| 2738403 531000 | Professional Services | 710 | 3,000 | | 3,000 | 0.0% | | 3,100 | 3.3% |
| 2738403 533000 | Other Contracted Services | 27,271 | 29,100 | | 30,000 | 3.1% | | 30,900 | 3.0% |
| **Total Casa Dorado LLMD** | | **27,981** | **32,100** | | **33,000** | **2.8%** | | **34,000** | **3.0%** |

## 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 Cove Homeowner's Association manages the District through a landscape contract responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **The Cove LLMD A5B** | | | | | | | | | |
| 2748407 531000 | Professional Services | 396 | 2,600 | | 2,600 | 0.0% | | 2,700 | 3.8% |
| 2748407 533000 | Other Contracted Services | 23,702 | 25,100 | | 25,800 | 2.8% | | 26,600 | 3.1% |
| **Total The Cove LLMD** | | **24,099** | **27,700** | | **28,400** | **2.5%** | | **29,300** | **3.2%** |

## IWGR Entrance LLMD (Zone A8)

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

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **SH 111/IWGR (Entrance) LLMD A8** | | | | | | | | | |
| 2758408 531000 | Professional Services | 166 | 2,600 | | 2,600 | 0.0% | | 2,700 | 3.8% |
| 2758408 542000 | Utilities | 45,922 | 87,300 | | 90,000 | 3.1% | | 92,700 | 3.0% |
| 2758408 544000 | Building & Grounds Maint. | 121,451 | 223,100 | | 230,000 | 3.1% | | 245,500 | 6.7% |
| 2758408 564000 | Maintenance Materials | 41,492 | 47,600 | | 49,000 | 2.9% | | 50,500 | 3.1% |
| **Total SH 111/IWGR (Entrance) LLMD** | | **209,030** | **360,600** | | **371,600** | **3.1%** | | **391,400** | **5.3%** |

## Hwy 111/Club Drive (Zone A11A)

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

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Club/IW Lane LLMD A11A** | | | | | | | | | |
| 2768411 531000 | Professional Services | 91 | 2,300 | | 2,300 | 0.0% | | 2,400 | 4.3% |
| 2768411 542000 | Utilities | 835 | 4,900 | | 5,000 | 2.0% | | 5,200 | 4.0% |
| 2768411 544000 | Building & Grounds Maint. | 17,600 | 29,100 | | 30,000 | 3.1% | | 30,900 | 3.0% |
| 2768411 564000 | Maintenance Materials | 1,600 | 19,400 | | 20,000 | 3.1% | | 20,600 | 3.0% |
| **Total** | **Club/IW Lane LLMD** | **20,126** | **55,700** | | **57,300** | **2.9%** | | **59,100** | **3.1%** |

## 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 City manages the District through a landscape contract responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Club, South of 111 LLMD A11C** | | | | | | | | | |
| 2848413 531000 | Professional Services | 85 | 2,300 | | 2,300 | 0.0% | | 2,400 | 4.3% |
| 2848413 542000 | Utilities | 76 | 1,600 | | 1,600 | 0.0% | | 1,700 | 6.3% |
| 2848413 544000 | Building & Grounds Maint. | 4,000 | 10,200 | | 10,500 | 2.9% | | 10,900 | 3.8% |
| 2848413 564000 | Maintenance Materials | 3,027 | 1,500 | | 1,500 | 0.0% | | 1,600 | 6.7% |
| **Total** | **Club, South of 111 LLMD** | **7,189** | **15,600** | | **15,900** | **1.9%** | | **16,600** | **4.4%** |

## Colony LLMD (Zone C)

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

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Colony LLMD C** | | | | | | | | | |
| 2778415 531000 | Professional Services | 360 | 2,600 | | 2,600 | 0.0% | | 2,700 | 3.8% |
| 2778415 542000 | Utilities | 1,429 | 8,800 | | 9,000 | 2.3% | | 9,300 | 3.3% |
| 2778415 544000 | Building & Grounds Maintenance | 47,000 | 74,700 | | 77,000 | 3.1% | | 79,400 | 3.1% |
| 2778415 564000 | Maintenance Materials | 4,698 | 8,800 | | 9,000 | 2.3% | | 9,300 | 3.3% |
| **Total Colony LLMD** | | **53,487** | **94,900** | | **97,600** | **2.8%** | | **100,700** | **3.2%** |

## Colony Cove Estates LLMD (Zone D)

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

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Colony Cove Estates LLMD D** | | | | | | | | | |
| 2788417 531000 | Professional Services | 93 | 2,300 | | 2,300 | 0.0% | | 2,400 | 4.3% |
| 2788417 542000 | Utilities | 1,669 | 5,900 | | 6,000 | 1.7% | | 6,200 | 3.3% |
| 2788417 544000 | Building & Grounds Maintenance | 8,800 | 13,100 | | 13,500 | 3.1% | | 14,000 | 3.7% |
| 2788417 564000 | Maintenance Materials | 558 | 5,000 | | 5,000 | 0.0% | | 5,200 | 4.0% |
| **Total Colony Cove Estates LLMD** | | **11,120** | **26,300** | | **26,800** | **1.9%** | | **27,800** | **3.7%** |

## 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 Desert Horizons Homeowner's Association manages the District through a landscape contract responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Desert Horizons LLMD E** | | | | | | | | | |
| 2798418 531000 | Professional Services | 3,059 | 5,600 | | 5,600 | 0.0% | | 5,800 | 3.6% |
| 2798418 533000 | Other Contracted Services | 521,546 | 593,200 | | 611,500 | 3.1% | | 629,900 | 3.0% |
| **Total Desert Horizons LLMD** | | **524,605** | **598,800** | | **617,100** | **3.1%** | | **635,700** | **3.0%** |

## 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 City manages the District through a landscape contract responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Mountain Gate LLMD A19** | | | | | | | | | |
| 2808419 531000 | Professional Services | 302 | 2,500 | | 2,500 | 0.0% | | 2,600 | 4.0% |
| 2808419 542000 | Utilities | 584 | 7,300 | | 7,500 | 2.7% | | 7,800 | 4.0% |
| 2808419 544000 | Building & Ground Maintenance | 30,000 | 39,500 | | 40,700 | 3.0% | | 42,000 | 3.2% |
| 2808419 564000 | Maintenance Materials | 5,654 | 4,400 | | 4,500 | 2.3% | | 4,700 | 4.4% |
| **Total Mountain Gate LLMD** | | **36,540** | **53,700** | | **55,200** | **2.8%** | | **57,100** | **3.4%** |

## 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 City manages the District through a landscape contract responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Mountain Gate Estates LLMD A20** | | | | | | | | | |
| 2818421 531000 | Professional Services | 101 | 2,300 | | 2,300 | 0.0% | | 2,400 | 4.3% |
| 2818421 542000 | Utilities | 194 | 3,000 | | 3,000 | 0.0% | | 3,100 | 3.3% |
| 2818421 544000 | Building & Ground Maintenance | 9,800 | 9,100 | | 9,300 | 2.2% | | 9,600 | 3.2% |
| 2818421 564000 | Maintenance Materials | 3,308 | 4,900 | | 5,000 | 2.0% | | 5,200 | 4.0% |
| **Total** | **Mountain Gate Estates LLMD** | **13,403** | **19,300** | | **19,600** | **1.6%** | | **20,301** | **3.6%** |

## 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 City manages the District through a landscape contract responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Villagio LLMD A21** | | | | | | | | | |
| 2828422 531000 | Professional Services | 888 | 3,300 | | 3,300 | 0.0% | | 3,400 | 3.0% |
| 2828422 542000 | Utilities | 1,556 | 17,500 | | 18,000 | 2.9% | | 18,600 | 3.3% |
| 2828422 544000 | Building & Ground Maintenance | 88,240 | 112,600 | | 116,000 | 3.0% | | 119,500 | 3.0% |
| 2828422 564000 | Maintenance Materials | 2,744 | 4,900 | | 5,000 | 2.0% | | 5,200 | 4.0% |
| **Total** | **Villagio LLMD** | **93,428** | **138,300** | | **142,300** | **2.9%** | | **146,700** | **3.1%** |

## 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 City manages the District through a landscape contract responsible for maintenance costs associated with turf, shrubbery, trees, lighting, irrigation systems, and utilities.

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Vaidya LLMD A22** | | | | | | | | | |
| 2838423 531000 | Professional Services | 98 | 700 | | 700 | 0.0% | | 800 | 14.3% |
| 2838423 542000 | Utilities | 60 | 800 | | 800 | 0.0% | | 900 | 12.5% |
| 2838423 544000 | Building & Ground Maintenance | 3,000 | 5,900 | | 6,000 | 1.7% | | 6,200 | 3.3% |
| 2838423 564000 | Maintenance Materials | - | 4,900 | | 5,000 | 2.0% | | 5,200 | 4.0% |
| **Total** | **Vaidya LLMD** | **3,157** | **12,300** | | **12,500** | **1.6%** | | **13,100** | **4.8%** |

## Montelena LLMD (Zone A23)

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

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Montelena LLMD A23** | | | | | | | | | |
| 2858424 531000 | Professional Services | 532 | 2,800 | | 2,800 | 0.0% | | 2,900 | 3.6% |
| 2858424 542000 | Utilities | 2,171 | 21,400 | | 22,000 | 2.8% | | 22,700 | 3.2% |
| 2858424 544000 | Building & Ground Maintenance | 59,047 | 72,800 | | 75,000 | 3.0% | | 77,300 | 3.1% |
| 2858424 564000 | Maintenance Materials | 5,988 | 4,900 | | 5,000 | 2.0% | | 5,200 | 4.0% |
| **Total** | **Montelena LLMD A23** | **67,738** | **101,900** | | **104,800** | **2.8%** | | **108,101** | **3.1%** |

## Sundance LLMD (Zone A25)

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

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Sundance LLMD A25** | | | | | | | | | |
| 2868425 531000 | Professional Services | 248 | 2,500 | | 2,500 | 0.0% | | 2,600 | 4.0% |
| 2868425 533000 | Other Contracted Services | 48,990 | 50,200 | | 51,700 | 3.0% | | 53,300 | 3.1% |
| 2868425 564000 | Maintenance Materials | 1,713 | 4,900 | | 5,000 | 2.0% | | 5,200 | 4.0% |
| **Total Sundance LLMD** | | **50,951** | **57,600** | | **59,200** | **2.8%** | | **61,100** | **3.2%** |

## Province LLMD (Zone A26)

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

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Province LLMD A26** | | | | | | | | | |
| 2878426 531000 | Professional Services | 738 | 3,100 | | 3,100 | 0.0% | | 3,200 | 3.2% |
| 2878426 544000 | Building & Ground Maintenance | 191,278 | 219,300 | | 226,000 | 3.1% | | 232,800 | 3.0% |
| 2878426 564000 | Maintenance Materials | 599 | 4,900 | | 5,000 | 2.0% | | 5,200 | 4.0% |
| **Total Province LLMD** | | **192,615** | **227,300** | | **234,100** | **3.0%** | | **241,200** | **3.0%** |

## Province Drainage Benefit Assessment District

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

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Province DBAD** | | | | | | | | | |
| 2888427 531000 | Professional Services | 2,595 | 3,100 | | 3,100 | 0.0% | | 3,200 | 3.2% |
| 2888427 544000 | Building & Ground Maintenance | 6,600 | 38,800 | | 40,000 | 3.1% | | 41,200 | 3.0% |
| 2888427 564000 | Maintenance Materials | - | 30,000 | | 30,000 | 0.0% | | 30,900 | 3.0% |
| **Total Province DBAD** | | **9,195** | **71,900** | | **73,100** | **1.7%** | | **75,300** | **3.0%** |

## 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. In addition, the District maintains street lighting facilities along Fred Waring Drive.

| Account Number | | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|---|
| **Street Lighting District 2000-01** | | | | | | | | | |
| 2518501 531000 | Professional Services | 186 | 600 | | 600 | 0.0% | | 700 | 16.7% |
| 2518501 542000 | Utilities | - | 1,800 | | 1,800 | 0.0% | | 1,900 | 5.6% |
| **Total Street Lighting District 2000-01** | | **186** | **2,400** | | **2,400** | **0.0%** | | **2,600** | **8.3%** |
| **Total Landscape Lighting & Maintenance Districts** | | **2,710,596** | **3,652,537** | | **4,026,500** | **10.2%** | | **4,183,502** | **3.9%** |


FAMD

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

The Indian Wells Fire Access Maintenance District No. 1 (FAMD) is entrusted with maintaining and operating access roadways, rights-of-way, and easements specifically designated for fire protection purposes. The governance of the FAMD is vested in a Board of Directors comprising one representative from the Indian Wells Country Club and six elected resident members. This Board provides strategic direction to a management company responsible for the district's daily operations. To fund its activities, the FAMD imposes an annual assessment on properties within its jurisdiction. Established to serve exclusively the residents residing within the gated community of the Indian Wells Country Club, the FAMD ensures that the authority over the allocation of collected funds resides with individuals residing within the district.

Pursuant to Resolution No. 2005-52, the City Council delegated to the FAMD Board of Directors the authority to execute agreements, contract for services, and manage the district's affairs autonomously. This delegation underscores the intent that responsibilities such as the election or selection of Board members, appointment of officers, contract management, and internal conflict resolution remain within the purview of the FAMD Board, independent of the City's direct involvement.

The Board of Directors is mandated to exercise its powers and fulfill its duties in alignment with the FAMD Budget, as well as the rules, regulations, resolutions, and ordinances of the City of Indian Wells. Additionally, the Board operates under the legal frameworks applicable to general law cities and maintenance districts, ensuring compliance with all pertinent statutory requirements.

## Initiatives

- Maintain Security and Gate Services: Ensure the continuous operation and enhancement of security measures within the district, including the management of access control systems at entry points.
- Pavement Monitoring and Slurry Seal Projects: Conduct regular assessments of roadway conditions and implement slurry seal projects to preserve and extend pavement life.
- Enhance Roadway Maintenance and Drainage: Implement proactive maintenance strategies to improve roadway infrastructure and optimize drainage systems, mitigating potential water-related damages.
- Wash Basin Monitoring: Regularly inspect and maintain wash basins to ensure their proper function in stormwater management and flood prevention.

## Program Staffing Allocations

There are no staffing allocations for this program.

## Workload Activity Measures

There are no Workload Activity Measures designated for this program.

## Fire Access Maintenance District No. 1 Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **FIRE ACCESS MAINTENANCE DISTRICT NO. 1 FUND** | | | | | | | | |
| 2098601 531000 Professional Services | 128,983 | 147,900 | | 156,100 | 5.5% | | 160,900 | 3.1% |
| Engineering Services | | | 30,000 | | | 30,900 | | |
| FAMD Levy Services | | | 5,600 | | | 5,800 | | |
| Legal Services | | | 31,500 | | | 32,500 | | |
| Management Services | | | 89,000 | | | 91,700 | | |
| 2098601 533000 Other Contracted Services | 1,107,792 | 1,061,700 | | 1,102,500 | 3.8% | | 1,135,900 | 3.0% |
| Access Control | | | 4,500 | | | 4,700 | | |
| Computers, Transponders & Software | | | 13,900 | | | 14,400 | | |
| Database and Bar Code Readers | | | 9,300 | | | 9,600 | | |
| Fire Protection Services | | | 600 | | | 700 | | |
| Security Services Contract | | | 1,068,000 | | | 1,100,100 | | |
| Vigilant License Plate Readers | | | 6,200 | | | 6,400 | | |
| 2098601 542000 Utilities | 34,059 | 34,600 | | 37,000 | 6.9% | | 38,200 | 3.2% |
| Electricity | | | 16,000 | | | 16,500 | | |
| Water | | | 21,000 | | | 21,700 | | |
| 2098601 544000 Building & Grounds Maint. | 89,121 | 112,100 | | 157,000 | 40.1% | | 162,200 | 3.3% |
| Bridge Lighting | | | 1,200 | | | 1,300 | | |
| Christmas Decorations | | | 6,000 | | | 6,200 | | |
| Emergency Road Repairs - IPS | | | 25,000 | | | 25,800 | | |
| Fountain Maintenance | | | 16,000 | | | 16,500 | | |
| Gatehouse and Gate Repairs | | | 10,000 | | | 10,300 | | |
| General Maintenance | | | 20,000 | | | 20,600 | | |
| HVAC Annual Maintenance | | | 900 | | | 1,000 | | |
| Irrigation Repairs | | | 8,000 | | | 8,300 | | |
| Janitorial Services | | | 11,500 | | | 11,900 | | |
| Landscape Maintenance | | | 52,000 | | | 53,600 | | |
| Lighting Maintenance | | | 900 | | | 1,000 | | |
| Pest Control | | | 2,500 | | | 2,600 | | |
| Signage | | | 3,000 | | | 3,100 | | |
| 2098601 545000 Infrastructure | 126,927 | 134,500 | | 125,000 | -7.1% | | 128,800 | 3.0% |
| Street Sweeping and Drain Cleaning | | | 125,000 | | | 128,800 | | |
| 2098601 552000 Communications | 18,290 | 19,500 | | 20,100 | 3.1% | | 20,900 | 4.0% |
| Gatehouse Internet | | | 6,900 | | | 7,200 | | |
| Landline Phone Service | | | 11,700 | | | 12,100 | | |
| Website Management | | | 1,500 | | | 1,600 | | |
| 2098601 561000 Office Expense | 553 | 1,000 | | 3,600 | 260.0% | | 1,000 | -72.2% |
| 2098601 563000 Operating Materials | 1,651 | 1,600 | | 1,700 | 6.3% | | 1,800 | 5.9% |
| 2098601 565000 Minor Equipment | - | - | | - | | | - | |
| 2098601 591600 Indirect Costs | 15,000 | 15,000 | | 15,000 | 0.0% | | 15,000 | 0.0% |
| **TOTAL FAMD NO. 1 FUND** | **1,522,376** | **1,527,900** | | **1,618,000** | **5.9%** | | **1,664,700** | **2.9%** |
| **Total Fire Access Maintenance District No. 1** | **1,522,376** | **1,527,900** | | **1,618,000** | **5.9%** | | **1,664,700** | **2.9%** |


Indian Wells Golf Resort

## Indian Wells Golf Resort Program



The Indian Wells Golf Resort is a premier destination, offering world-class golf, exceptional hospitality, and a sophisticated entertainment experience. This park-like resort features two 18-hole championship golf courses, each uniquely designed to challenge and captivate players of all skill levels. The Celebrity Course, designed by Clive Clark, is known for its visually stunning fairways. At the same time, the Players Course, a creation of John Fought, emphasizes classic golf architecture with strategic bunkering and wide fairways. Fought also designed a lighted putting course, adding to the Resort's diverse golfing experience.

Beyond the courses, the Resort provides an array of high-end amenities, including versatile events and hospitality spaces. The 53,000-square-foot clubhouse, designed by Douglas Fredrikson Architects, offers breathtaking views of the fairways and surrounding mountains, creating an inviting atmosphere for guests. The Pavilion event center, constructed in 2015, serves as an elite venue for corporate functions, weddings, and private gatherings. Additional offerings include outdoor event lawns, a golf shop, and dedicated banquet facilities, ensuring the Resort remains a premier entertainment hub.

The Resort also incorporates innovative golf entertainment technology, most notably through the Shots in the Night and Toptracer Range experience. The Toptracer Range system transforms traditional golf practice into an interactive, data-driven experience, allowing players to track ball speed, launch angles, and carry distance. This state-of-the-art technology, comparable to Topgolf, extends the Resort's appeal beyond golf purists, making it an engaging and entertaining venue for a wider audience.

Kestrel, A Richard Blais Kitchen + Lounge, is a distinguished dining establishment situated within the Indian Wells Golf Resort in Indian Wells, California. Conceived by the acclaimed chef and television personality Richard Blais, Kestrel offers a contemporary West Coast interpretation of American culinary classics, featuring premium cuts and coastal seafood, all presented in a refined, California-modern ambiance that reflects the vitality of the surrounding natural environment.

The restaurant's nomenclature draws inspiration from the American Kestrel, the smallest and most vividly colored falcon, celebrated for its striking appearance and graceful flight patterns across Southern California skies. This thematic influence is evident in Kestrel's

design and culinary approach, aiming to provide patrons with an experience that harmoniously blends visual appeal and gastronomic excellence.

Strategically located atop the entrance stairs of the Indian Wells Golf Resort, Kestrel boasts an airy, earth-toned dining area and an expansive bar, offering panoramic vistas of mountain peaks, lush fairways, and stunning sunsets. The outdoor terrace, equipped with an open-air bar and ample seating, serves as an ideal social setting for guests to appreciate the region's culinary offerings and natural beauty.

## Financial and Operational Oversight

The Indian Wells Golf Resort Program falls under the purview of the City Manager's Office, which is responsible for the strategic oversight, financial management, and operational integrity of the Resort. The City of Indian Wells contracts Troon Golf, LLC, a globally recognized golf management firm, to handle the day-to-day operations of the facility. Troon Golf has been managing the Resort since 2009, ensuring professional administration of golf operations, hospitality services, and event coordination.

Financially, the program is accountable for both the operational and capital expenditures of the Resort. This includes maintaining budget discipline, optimizing revenue streams, and ensuring the Resort's financial sustainability. Additionally, this program accounts for all direct City-related costs associated with operating the Resort, including administrative fees, staff allocations, and any municipal oversight expenses separate from the management contract.

## Economic Impact & Industry Recognition

The Indian Wells Golf Resort continues to be an economic driver for the City, generating substantial tourism revenue, hospitality business, and regional economic activity. The Resort hosts approximately 75,000 rounds of golf annually, attracting visitors from around the world. Additionally, the Resort serves over 260,000 food and beverage covers each year, reinforcing its role as a premier dining and event destination.

The Resort has earned numerous industry accolades, solidifying its reputation as one of the finest golf destinations in the country. Among its many awards and recognitions, the Resort has been named:

- One of the Best Golf Courses in America by Leading Golf Courses of America
- Gold Medal Winner for "Best Places to Play" by Golf Digest
- One of the Top 10 Resorts in California by California Golf Magazine
- Golden Fork Award, DIRONA Award, and Wine Spectator Award for excellence in food and beverages

These accolades underscore the Resort's commitment to excellence in golf, hospitality, and guest experience, positioning Indian Wells as a premier destination for both leisure and corporate travelers.

## Initiatives

To ensure the continued financial sustainability and growth of the Indian Wells Golf Resort, the following key initiatives are prioritized:

- Enhancing Financial Performance: Implement strategies and revenue-optimization measures to improve the Resort's fiscal outlook, through dynamic pricing, bi-weekly revenue meetings, capitalizing on Players Course redesign
- Strategic Asset Management: Execute the Golf Resort Strategic Asset Plan to maintain and enhance facilities, ensuring long-term value
- Market Expansion & Revenue Growth:
    - Proactively solicit and market group outings and tournaments
    - Increase the average daily rate for corporate and group events
    - Leverage partnerships with regional resorts and hotels to capture a greater share of rounds and revenue in the Coachella Valley

## Program Staffing Allocations

| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| City Manager | 0.10 | 0.10 | 0.10 | 0.10 |
| Assistant City Manager | 0.10 | 0.10 | 0.10 | 0.10 |
| Finance Director | 0.10 | 0.10 | 0.10 | 0.10 |
| Accountant | 0.05 | 0.00 | 0.00 | 0.00 |
| **Total Full Time Equivalents** | **0.35** | **0.30** | **0.30** | **0.30** |

## Workload Activity Measures

| | FY2023/24 Actual | FY2024/25 Estimate | FY2025/26 Estimate | FY2026/27 Estimate |
|---|---|---|---|---|
| Golf Rounds - Total | 80,629 | 64,076 | 73,400 | 82,000 |
| Resident Rounds | 20,054 | 15,177 | 17,500 | 22,000 |
| Resident Guest Rounds | 4,813 | 3,587 | 4,200 | 4,500 |
| Other Rounds | 55,762 | 45,312 | 51,700 | 55,500 |
| Resident Covers | 7,216 | 7,988 | 9,100 | 11,000 |
| Total Covers | 241,801 | 214,644 | 255,000 | 280,000 |

# Indian Wells Golf Resort Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **GOLF RESORT FUND** | | | | | | | | |
| **Golf Resort Contract** | | | | | | | | |
| 5606701 505000 Operations | 17,621,198 | 16,323,000 | | 17,665,000 | 8.2% | | 18,195,100 | 3.0% |
| Cost of Sales | | | 2,734,000 | | | 2,816,100 | | |
| Payroll | | | 9,668,000 | | | 9,958,100 | | |
| Operating Expense | | | 5,263,000 | | | 5,420,900 | | |
| **Total Golf Resort Contract** | **17,621,198** | **16,323,000** | | **17,665,000** | 8.2% | | **18,195,100** | 3.0% |
| **Golf Resort Administration** | | | | | | | | |
| 5606702 511000 Regular Employees | 251,391 | 84,000 | | 86,500 | 3.0% | | 89,100 | 3.0% |
| 5606702 521100 Retirement - Employer | 15,515 | 14,500 | | 14,900 | 2.8% | | 15,400 | 3.4% |
| 5606702 522000 FICA | 5,565 | 6,500 | | 6,700 | 3.1% | | 7,000 | 4.5% |
| 5606702 523000 Group Insurance | 11,596 | 13,800 | | 14,200 | 2.9% | | 14,700 | 3.5% |
| 5606702 524000 OPEB Benefit | 29,086 | 18,600 | | 19,100 | 2.7% | | 19,700 | 3.1% |
| 5606702 525100 Retirement 401A | 5,552 | 2,200 | | 2,200 | 0.0% | | 2,300 | 4.5% |
| 5606702 526000 Vehicle/Cell Allowance | 1,888 | 1,500 | | 1,500 | 0.0% | | 1,600 | 6.7% |
| 5606702 526100 Employee FICA Benefit | 3,764 | 5,300 | | 5,400 | 1.9% | | 5,600 | 3.7% |
| 5606702 526200 HRA Medical Benefit | 400 | 300 | | 300 | 0.0% | | 400 | 33.3% |
| **Total Salary and Benefits** | **324,756** | **146,700** | | **150,800** | **2.8%** | | **155,800** | **3.3%** |
| 5606702 531000 Professional Services | 37,373 | 67,852 | | 68,300 | 0.7% | | 70,600 | 3.4% |
| Audit Fees and Agreed Upon Procedures | | | 52,000 | | | 53,600 | | |
| Cislo & Thomas | | | 12,000 | | | 12,400 | | |
| Golf Resort Mailer | | | 3,700 | | | 3,900 | | |
| Actuarial Consulting GASB 68 Reporting | | | 600 | | | 700 | | |
| 5606702 544000 Bldg. & Grounds Maintenance | 144,133 | 456,025 | | 464,000 | 1.7% | | 526,400 | 13.4% |
| Channel Maintenance | | | 404,000 | | | 464,600 | | |
| Channel Repairs | | | 60,000 | | | 61,800 | | |
| 5606702 545000 Infrastructure | 50,569 | 250,000 | | 250,000 | 0.0% | | 250,000 | 0.0% |
| Storm Event Clean up (insurance Reimbursement) | | | 250,000 | | | 250,000 | | |
| 5606702 558000 Insurance Expense | 285,544 | 312,200 | | 298,100 | -4.5% | | 307,100 | 3.0% |
| General Liability and Worker's Comp | | | 5,200 | | | 5,400 | | |
| Property, Earth, Flood Insurance | | | 292,900 | | | 301,700 | | |
| 5606702 591600 Indirect Costs | 4,092 | 3,965 | | 4,300 | 8.4% | | 4,500 | 4.7% |
| **Total Golf Resort Administration** | **846,467** | **1,236,742** | | **1,235,500** | **-0.1%** | | **1,314,400** | **6.4%** |
| **Total GOLF RESORT FUND** | **18,467,665** | **17,559,742** | | **18,900,500** | **7.6%** | | **19,509,500** | **3.2%** |


CIP

## Capital Improvement Program Overview




The Capital Improvement Program (CIP) serves as the City's comprehensive, multi-year strategic framework for the development and enhancement of its capital assets. This plan delineates anticipated capital projects over a forthcoming five-year horizon, encompassing initiatives that typically entail substantial financial investments and require a year or more for completion.

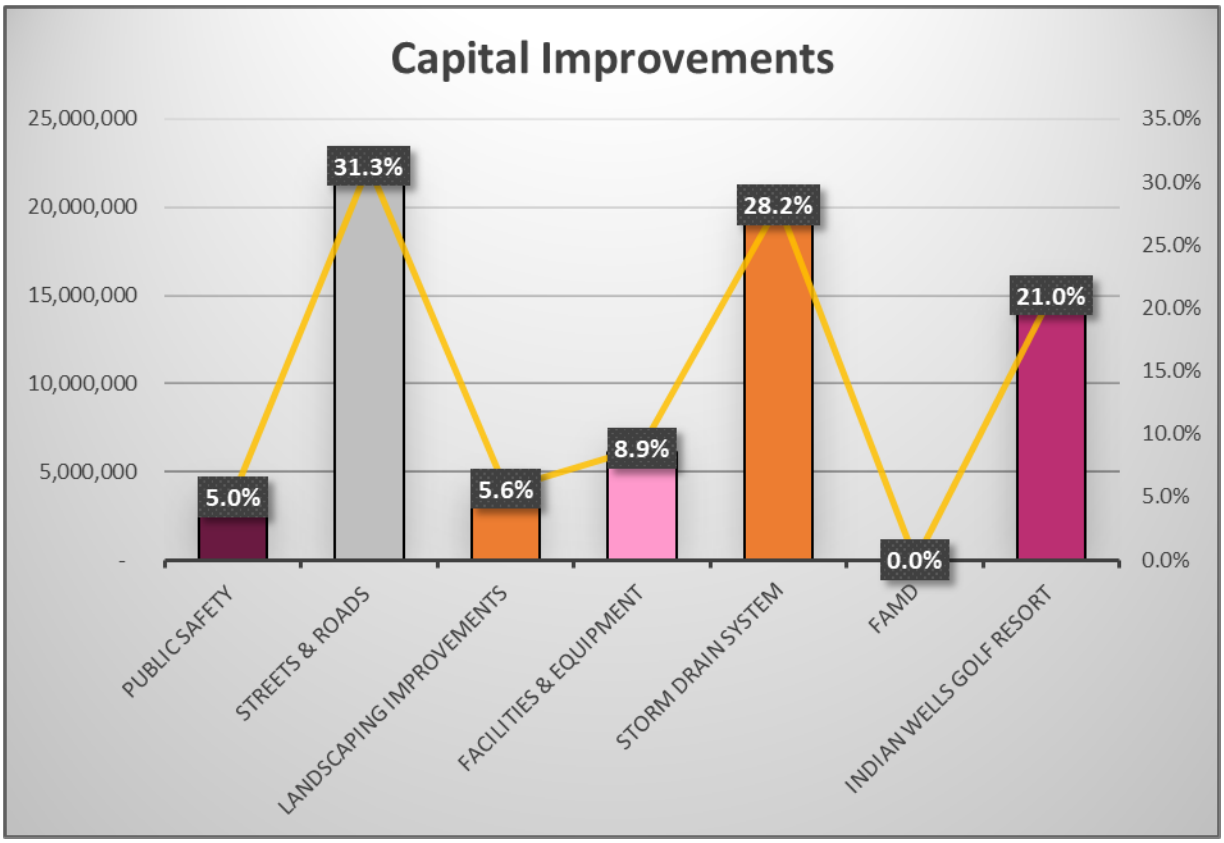
Initiation of the CIP formulation process occurs in January, engaging key department heads and managers. The management team formulates CIP proposals aimed at addressing the City's needs while adhering to the constraints of available resources.

It is imperative to distinguish that the CIP functions as a financial blueprint for capital improvements spanning the next five years, rather than an immediate budgetary commitment. Authorization for expenditure is conferred only upon the City Council's adoption of the budget, which encompasses the initial two years of the five-year program.

A capital improvement project is defined as the construction, acquisition, expansion, rehabilitation, or non-routine maintenance endeavor that generally incurs costs of $5,000 or more, culminating in the creation or preservation of a capital asset. The CIP endeavors to identify all capital maintenance, facilities, and improvements projected to be necessary within the ensuing five years, potentially including equipment acquisitions such as vehicles, capital-related studies, and master plans.

The program undergoes annual updates to maintain a continuous five-year projection of the City's future capital requirements. Each program year, projects are detailed with descriptions, justifications, priorities, and identified funding sources. Subsequently, these capital projects are integrated into the citywide long-range cash flow analysis. Individual projects are compiled, summarized, and aligned with various funding sources, including existing fund balances, projected revenues, developer fees, grants, and interfund loans. Upon completion, capital improvements are maintained at levels requisite to adequately protect the City's capital investments and minimize future replacement costs.

## Capital Budget Summary




The five-year capital improvement plan comprises fifty-eight capital projects, collectively budgeted at $69.0 million. Approximately $24.3 million is allocated from General Fund expenditures, with the remaining $44.7 million sourced from grants and other avenues. The City strategically leverages grant funding to advance capital projects wherever feasible. Detailed locations and descriptions of each capital project are expounded within the capital budget.

This CIP Budget allocates existing funds and anticipated revenues to both new and ongoing projects within the City's multi-year CIP. The budget formulation is predicated upon a thorough analysis of available funding sources and a comprehensive review of project needs and priorities. Given that the City's CIP requirements often surpass available resources, the budget is inherently constrained by funding availability.

Oversight of the CIP program is vested in the Public Works Department, with individual departments managing specific projects. The Finance Department provides fiscal oversight and ensures accountability. CIP projects encompass new construction, infrastructure enhancements, building maintenance, and major equipment acquisitions. The program functions as both a planning and funding instrument for the City Council and staff. A comprehensive list of projects, complete with detailed descriptions of the

work, funding requirements, and funding sources, is proposed by staff and sanctioned by the Council.

## Source and Use of Funds

Capital budgeting constitutes a fundamental component of the municipal budgetary process, employed to plan, control, and allocate resources amidst competing demands. Efforts to enhance governmental efficiency have heightened interest in tools that assist public officials in making informed capital investment decisions. Consequently, capital budgeting is integral to financial planning and decision-making, particularly concerning the development, construction, and acquisition of new capital facilities, as well as the maintenance of existing ones. The City's long-term cash flow projections are a critical element in shaping the development, scope, and timing of the capital budgeting program.

Accurately determining budgetary allocations and the timing of fund utilization is paramount. Absent a long-term capital budgeting process, the quality of the City's infrastructure may deteriorate to unacceptable levels. Research indicates that an active capital budgeting program represents the most cost-effective and efficient methodology for a municipality to maintain its infrastructure.

The CIP Budget is developed by evaluating available funding sources for both new and ongoing CIP projects. Specific funding sources offer considerable flexibility and can be applied to various tasks, while others are restricted to specific types of projects or community areas. Moreover, the limited nature of funds necessitates that project needs and priorities be assessed within the constraints of each funding source's requirements.

All capital programs incorporate a diverse array of funding sources. The funding source documentation presents capital revenues for each year of the five-year CIP alongside capital expenditures itemized by line for each year. CIP project detail pages are designed to furnish precise and informative financial and logistical information for each project.

## Use of Capital Reserves

The City Council established long-term capital replacement funds as a component of a good governance strategy. These funds provide the necessary financial resources to execute capital improvement projects identified through the capital budgeting process. Collectively, the capital replacement funds maintain a cash balance of approximately $26.6 million.

Reserve funding is categorized into four segments—City, Golf Resort, Fire, and Housing—based on the funding source of the capital asset. Revenues within each category are utilized to fund the annual reserve amount. In this manner, capital reserves function akin to long-term savings accounts: cash is deposited based on calculated reserve amounts and withdrawn as needed for capital repairs or replacements. This approach ensures the maintenance of sufficient cash reserves to undertake necessary repairs without deferring maintenance. To ensure the City's long-term capital needs are met, the policy mandates an annual review by the Finance Director.

## Funding the Annual Reserve

The City allocates approximately $2.0 million annually as part of the Budget. Identified funding sources within each category are employed either to contribute to the annual reserve amount or to fund annual capital expenditures, thereby reducing the yearly reserve requirement. The annual reserve is funded following a prioritized system:

The City employs a structured and fiscally responsible funding prioritization strategy to efficiently allocate financial resources for capital improvement projects. This methodology enables the City to optimize available funding while maintaining essential infrastructure and public assets. The prioritization framework follows a hierarchical approach, as outlined below:

- Interest Income Earned in Reserve Funds: The first funding source is the interest income generated from the City's reserve funds. These funds, strategically accumulated over time, serve as a financial cushion for capital projects. Utilizing interest income as a primary funding source allows the City to preserve principal reserve balances while leveraging accrued earnings for necessary improvements.
- Regional Funding Sources: The City actively seeks funding from regional sources, including contributions from county and state agencies, transportation authorities, and regional development organizations. These sources often provide financial support for projects that align with broader regional infrastructure and economic development goals. Examples of regional funding sources include transportation improvement funds, state infrastructure grants, and cooperative funding agreements with neighboring jurisdictions.
- Capital Grant Contributions: The City aggressively pursues grant opportunities at the federal, state, and regional levels to finance capital improvement projects. Capital grants are a critical component of the funding strategy, reducing reliance on local taxpayer dollars. These grants may come from programs such as the U.S. Department of Transportation (USDOT), the Federal Emergency Management

Agency (FEMA), and various state-level infrastructure funds. The City actively monitors grant cycles and submits competitive applications to maximize external funding opportunities.

- Remaining Funding from the General Fund, Fire Fund, FAMD, or Housing Authority: If additional funds are required beyond those secured from interest income, regional funding sources, and grant contributions, the City utilizes its remaining resources based on the capital asset's function and funding designation:

    - General Fund – Supports a wide range of municipal infrastructure projects, including roadways, parks, and municipal buildings.
    - Fire Fund – Allocated for fire station improvements, emergency response infrastructure, and fire department capital needs.
    - FAMD – Provides financial support for long-term capital improvements tied to community development.
    - Housing Authority – Allocated for affordable housing initiatives, rehabilitation of housing units, and community housing infrastructure.

By adhering to this structured funding priority system, the City ensures that capital improvement projects are financially sustainable while minimizing the burden on local taxpayers.

## Initiatives

The City remains committed to proactive infrastructure maintenance and long-term urban planning through the following key initiatives:

- Maintain Healthy, Vibrant, and Water-Conscious Landscaping: The City prioritizes sustainable landscaping practices that balance aesthetic appeal with environmental responsibility. Drought-resistant plantings, efficient irrigation systems, and native vegetation are incorporated into public spaces to reduce water consumption while enhancing green spaces.
- Maintain a Citywide Pavement Condition Index (PCI) of 75 or Higher: The City follows a data-driven approach to pavement management, aiming to sustain an average PCI rating of 75 or above. This target ensures roadways remain in good condition, reducing long-term repair costs and enhancing transportation safety. The City employs preventative maintenance strategies such as asphalt overlay, crack sealing, and roadway resurfacing to extend pavement life and optimize repair expenditures.

- Systematically Remove and Replace Trees Citywide: The City's management program focuses on maintaining a healthy tree canopy while mitigating risks associated with aging or diseased trees. A structured tree replacement plan ensures that removed trees are replaced with appropriate species that provide shade, improve air quality, and enhance the City's natural environment.
- Perform Annual Sidewalk Repairs to Remove Tripping Hazards: Ensuring pedestrian safety is a top priority. The City systematically assesses sidewalks to identify hazards such as cracks, uneven surfaces, and root-damaged sections. Annual repairs and upgrades are conducted to improve accessibility, comply with Americans with Disabilities Act (ADA) standards, and create safer walkways for residents and visitors.

These initiatives align with the City's broader sustainability objectives, public safety, and long-term infrastructure resilience. By prioritizing these key projects, the City fosters a well-maintained, accessible, and livable urban environment.

## Program Staff Allocation

There are no staffing allocations for this program.

## Workload Activity Measures

There are no Workload Activity Measures designated for this program.

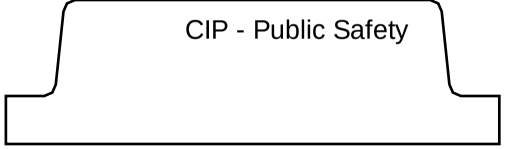
Capital Improvement Available Cash Balances

| Source | Amount |
|---|---|
| Bonds | 14,999 |
| State Energy | 789,274 |
| CIP Fund | 24,056,832 |
| | $ 24,861,105 |

| Grants & Other Sources | Amount |
|---|---|
| EOC Grant | 3,000,000 |
| Fire Fund | 1,650,000 |
| RMRA | 1,000,000 |
| SS4A, SB 821, HSIP, Complete Streets | 2,292,730 |
| Hwy 111 Safety Improvements-Combined with SS4A | 1,500,000 |
| DWR Palm Tree | 650,000 |
| Art in Public Places | 700,000.00 |
| Seeking Grant 2029 | 250,000.00 |
| LLMD | 400,000.00 |
| IREN | 50,000.00 |
| Insurance East Drop Structure | 3,400,000 |
| DWR low flow | 600,000 |
| Genton/CFD | 5,000,000 |
| Federal/Community Funding | 10,000,000 |
| Golf Fund | 900,000 |
| Bond | 1,245,000 |
| Land Sale | 4,300,000 |
| ROPS | 7,700,000 |
| Total Grant | $ 44,637,730 |

| | |
|---|---|
| **Total Cash and Grants Available without Transferring Cash from the General Fund:** | **$ 69,498,835** |
| Capital Project rolling into FY 2025-26 | 22,518,876 |
| Proposed FY 2025-26 through FY2029-30 Capital Project | 46,492,000 |
| Total Capital Through FY 2026-27 | 69,010,876 |
| **Expected Cash Surplus in CIP fund without the need to use additional General Fund Dollars** | **$ 487,959** |

| Project Category | Fund | Program Budget Activity No. | Status | Project Description | Adjusted 2025 with Rolls and 25 budget | FY2026 | FY2027 | FY2028 | FY2029 | FY2030 | Total Project | City Paid Capital Cost | Outside Agency, Developer Fees, or Other Grant Reimbursement | Reimbursing Agency |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 228 | 9145 | | New EOC Building | 100,000 | 2,900,000 | | | | | 3,000,000 | - | 3,000,000 | Fire Fund/Community Funding |
| | 316 | 7101 | | ALPR Cameras | | 300,000 | | | | | 300,000 | 300,000 | | |
| | 228 | 9152 | | Fire Station Reroof | | 150,000 | | | | | 150,000 | | 150,000 | Fire Fund |
| | | | | Total Public Safety | 100,000 | 3,350,000 | - | - | - | - | 3,450,000 | 300,000 | 3,150,000 | |
| | | | | | | | | | | | | | | |
| **Streets & Roads** | | | | | | | | | | | | | | |
| | 316/219 | 9301 | Ongoing | Annual Asphalt Program | - | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 | 1,500,000 | 1,000,000 | RMRA |
| | 316 | 9336 | Construction | Warner Trail Road and Storm Drain Improvements, Phase 2 | 133,000 | 117,000 | | 2,000,000 | | | 2,250,000 | 2,250,000 | | |
| | 316 | 9325 | Ongoing | Roadway Striping | - | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 | 250,000 | | |
| | 316 | 9226 | Ongoing | On Call Concrete | - | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 | 250,000 | | |
| | 316 | 9307 | | On Call Asphalt | | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 | 250,000 | | |
| | 316 | 9303 | PreDesign | Complete Streets (Phased) | 2,650,330 | 1,900,000 | 3,000,000 | | | | 7,550,330 | 5,257,600 | 2,292,730 | SS4A,SB 821, HSIP |
| | 316 | 9930 | Ongoing | On Call Project Management | - | 570,000 | 150,000 | 150,000 | 150,000 | 150,000 | 1,170,000 | 1,170,000 | | |
| | 316 | 9332 | Construction | Club Drive Improvements, Phase 2 | 303,767 | - | | | | | 303,767 | 303,767 | | |
| | 316 | 9311 | Design | NorthEastern Traffic Flow Improvements | 1,066,755 | | | | | | 1,066,755 | 1,066,755 | | |
| | 316 | 9308 | | Highway 111 Safety Improvements | | | 1,500,000 | | | | 1,500,000 | - | 1,500,000 | SS4A |
| | 316 | 9306 | Construction | Miles Avenue Rehabilitation | | 1,500,000 | | | | | 1,500,000 | 1,500,000 | | |
| | 316 | 9338 | PreDesign | Fred Waring Rehabilitation, Drywell | 120,000 | 100,000 | 2,000,000 | | | | 2,220,000 | 2,220,000 | | |
| | 316 | 9309 | Ongoing | Annual Street Name Sign retrofit | - | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | 50,000 | | |
| | 316 | 9337 | PreDesign | Paver Replacement Citywide | 282,525 | 200,000 | | | | | 482,525 | 482,525 | | |
| | 316 | 9312 | | Benchmark Replacement Citywide | | 250,000 | | | | | 250,000 | 250,000 | | |
| | | | | Total Streets & Roads | 4,556,377 | 5,297,000 | 7,310,000 | 2,810,000 | 810,000 | 810,000 | 21,593,377 | 16,800,647 | 4,792,730 | |
| **Landscaping** | | | | | | | | | | | | | | |
| | 316 | | | Non Potable Irrigation Expansion | | | | 300,000 | | | 300,000 | 300,000 | | |
| | 316 | 9806 | Construction | Palm Tree Replacement/Highway 111 | 400,000 | 100,000 | | | | | 500,000 | 500,000 | | |
| | 316 | 9804 | PreDesign | Highway 111 Drought tolerant landscaping/Palm Tree Skinning | 370,000 | 700,000 | | | | | 1,070,000 | 420,000 | 650,000 | DWR |
| | 316 | | | Highway 111 Median Landscaping Refresh/Lighting Upgrades | | | | 300,000 | 300,000 | | 600,000 | 600,000 | | |
| | 316 | | | Bollard Replacement | | | | | | 300,000 | 300,000 | 300,000 | | |
| | 316 | | | Lighting Replacement | | | | | 300,000 | | 300,000 | 300,000 | | |
| | 316 | | | Cook Street Palm Tree Replacement/Lighting | | | | 250,000 | | | 250,000 | 250,000 | | |
| | 316 | 9807 | | Replacement Grove Lighting w/Bluetooth Control | | | 100,000 | | | | 100,000 | 100,000 | | |
| | 316 | 9886 | PreDesign | Fred Waring Landscape Improvements | 475,000 | | | | | | 475,000 | 475,000 | | |
| | | | | Total Landscaping | 1,245,000 | 800,000 | 100,000 | 850,000 | 600,000 | 300,000 | 3,895,000 | 3,245,000 | 650,000 | |
| **Facilities & Equipment** | | | | | | | | | | | | | | |
| | 316 | 9920 | | Indian Wells Lane Monument Sign Replacement | | 350,000 | | | | | 350,000 | - | 350,000 | Arts in Public Places |
| | 316 | 9142 | PreDesign | Maintenance Yard Redesign | - | 250,000 | | | | | 250,000 | 250,000 | | |
| | 316 | 9964 | Quoting | City Vehicle Replacement | 33,000 | 75,000 | | | | | 108,000 | 108,000 | | |
| | 316 | 9905 | Construction | Energy Efficency/Sustainable Community | 900,000 | 100,000 | | | | | 1,000,000 | - | 1,000,000 | Bond/IREN |
| | 316 | 9145 | PreDesign | Civic Center Paving/Maintenance Yard Improvements | 606,416 | | | | | | 606,416 | 606,416 | | |
| | 316 | 9953 | Design | SCE Charge Ready | 162,583 | | | | | | 162,583 | 162,583 | | |
| | 316 | | | Emergency Generator Replacement | | | | | | 400,000 | 400,000 | 400,000 | | |
| | 316 | 2706 | | Council Chambers Technology Upgrades | | 250,000 | | | | | 250,000 | 250,000 | | |
| | 316 | | PreDesign | City Hall Single Pane Glass Replacements | | | | | 100,000 | | 100,000 | 100,000 | | |
| | 316 | 9146 | PreDesign | Eisenhower Memorial Extension | | 400,000 | | | | | 400,000 | - | 400,000 | Arts in Public Places |
| | 316 | | PreDesign | New Parking Structure/Lots | | | | | 250,000 | | 250,000 | - | 250,000 | Seeking Grant |
| | 316 | | PreDesign | ADA Facilities Compliance | | | | | | 450,000 | 450,000 | 450,000 | | |
| | 316 | 9921 | PreDesign | IWGR Fountain Upgrades/Replacement | | 400,000 | | | | | 400,000 | - | 400,000 | LLMD |
| | 316 | 9151 | PreDesign | Roofing Civic Center Buildings | | 50,000 | | | | | 50,000 | - | 50,000 | IREN |
| | 316 | | PreDesign | Community Garden Refresh | | | | | 100,000 | | 100,000 | 100,000 | | |
| | 316 | | | Traffic Signal Battery Backup | | | | | 120,000 | | 120,000 | 120,000 | | |
| | 316 | | PreDesign | Traffic Signal Head Maintenance | | | | | 50,000 | | 50,000 | 50,000 | | |
| | 316 | | PreDesign | Civic Center Planting Areas | | | | | | 40,000 | 40,000 | 40,000 | | |
| | 256 | 9922 | | Civic Center Monument/Address Signs | | | 30,000 | | | | 30,000 | 30,000 | | |
| | 316 | 9150 | | Grinder | | 40,000 | | | | | 40,000 | 40,000 | | |
| | 316 | 9143 | Design | Replace City Hall Ductwork | 245,000 | | | | | | 245,000 | - | 245,000 | Bond |
| | 316 | 9931 | PreDesign | Update City Hall Aerial Photos | 20,000 | | | | | | 20,000 | 20,000 | | |
| | 319 | 9993 | | Public Art Installations | | 500,000 | 200,000 | | | | 700,000 | 700,000 | | |
| | | | | Total Facilities & Equipment | 1,966,999 | 2,415,000 | 230,000 | - | 620,000 | 890,000 | 6,121,999 | 3,426,999 | 2,695,000 | |
| **Storm Drain System** | | | | | | | | | | | | | | |
| | 316 | 9605 | Design | East Drop Structure | 400,000 | | 3,000,000 | | | | 3,400,000 | - | 3,400,000 | FEMA/Insurance |
| | 316 | 9603 | PreDesign | Low Flow Channel | 416,000 | 400,000 | | | | | 816,000 | 216,000 | 600,000 | DWR |
| | 256 | 9611 | Design | Modify WWR Channel Bank (HA Property) | - | 2,000,000 | 13,000,000 | | | | 15,000,000 | - | 15,000,000 | Fed Grant/CVWD/ Developer - No City contributions |
| | 316 | 9906 | PreDesign | Trash Capture Devices | 34,500 | | | | | | 34,500 | 34,500 | | |
| | 316 | 9604 | PreDesign | Update Drainage Master Plan | 200,000 | | | | | | 200,000 | 200,000 | | |
| | | | | Total Storm Drain System | 1,050,500 | 2,400,000 | 16,000,000 | - | - | - | 19,450,500 | 450,500 | 19,000,000 | |
| | | | | | | | | | | | | | | |
| **Indian Wells Golf Resort** | | | | | | | | | | | | | | |
| | 560 | 9713 | | Players Course Redesign | 13,500,000 | | | | | | 13,500,000 | - | 13,500,000 | ROPS/Land Sale/Fire Fund |
| | 560 | 9712 | | Golf Cart Bridge Maintenance | 100,000 | 400,000 | | | | | 500,000 | 100,000 | 400,000 | Golf Fund |
| | 560 | 9714 | | IWGR Facility Improvements to include: | | 500,000 | | | | | 500,000 | - | 500,000 | Golf Fund |
| | | | | Construction of a banquet kitchen | | | | | | | | | | |
| | | | | Pavillion Upgrades | | | | | | | | | | |
| | | | | Expansion of Existing Parking Lot | | | | | | | | | | |
| | | | | Legacy Wall at the Clubhouse | | | | | | | | | | |
| | | | | Wayfinding Signage System | | | | | | | | | | |
| | | | | Reconfiguration of Pro Shop | | | | | | | | | | |
| | | | | Total Indian Wells Golf Resort | 13,600,000 | 900,000 | - | - | - | - | 14,500,000 | 100,000 | 14,400,000 | |
| | | | | Total | 22,518,876 | 15,162,000 | 23,640,000 | 3,660,000 | 2,030,000 | 2,000,000 | 69,010,876 | 24,323,146 | 44,687,730 | |
| | | | | | | | | | | | | | | |


CIP - Public Safety

# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Fire Station Reroof

**Project #** 2025-FIRE-228-

| | | | | | |
|---|---|---|---|---|---|
| **Location** | Civic Center Campus | **Department** | City Manager | **Priority** | |
| **Plan Reference** | | **Contact** | Admin Svcs Mgr | **Jurisdiction** | |
| **Category** | Fire | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 150,000.00

The Indian Wells Fire Station (Fire Station 55) roof is at the end of its life expectancy. There have been multiple leaks repaired on the building, but some of the repairs are failing. The roof will be cleaned, repaired, and an application of new material added in compliance with the building code.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 150,000.00 | $ - | $ - | $ - | $ - | $ 150,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 150,000.00** | $ - | $ - | $ - | $ - | **$ 150,000.00** |

| **Funding Sources** | FY2026 | FY2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ - | $ - | $ - | $ - | $ - | $ - |
| Fire Fund | $ 150,000.00 | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 150,000.00** | $ - | $ - | $ - | $ - | **$ 150,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** LPR Cameras

**Project #** 2025-FIRE-228-

| | | | | | |
|---|---|---|---|---|---|
| **Location** | Citywide | **Department** | City Manager | **Priority** | |
| **Plan Reference** | | **Contact** | Admin Svcs Mgr | **Jurisdiction** | |
| **Category** | Public Safety | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 300,000.00

The city's existing ALPR camera system is leased through Vigilant. Riverside County utilizes the Flock system expansively since they now offer both general and high-speed cameras. The Vigilant cameras need to be upgraded and replaced with Flock cameras to better integrate with the camera system throughout the County as well as to ensure ongoing maintenance and technical support, which is no longer available through Vigilant.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 300,000.00 | $ - | $ - | $ - | $ - | $ 300,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 300,000.00** | $ - | $ - | $ - | $ - | **$ 300,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ - | $ - | $ - | $ - | $ - | $ - |
| Public Safety | $ 300,000.00 | $ - | $ - | $ - | $ - | $ 300,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 300,000.00** | $ - | $ - | $ - | $ - | **$ 300,000.00** |

CITYWIDE

# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** New Emergency Operations Center Building

**Project #** 2025-FIRE-228-

| | | | | | |
|---|---|---|---|---|---|
| **Location** | Civic Center Campus | **Department** | City Manager | **Priority** | |
| **Plan Reference** | | **Contact** | Admin Svcs Mgr | **Jurisdiction** | |
| **Category** | Fire | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 3,000,000.00

The Indian Wells Emergency Operations Center (EOC) was built in the early 1980's and has not been updated since. Outdated technology, communications equipment, and ppr use of space constitute the need for a retrofit or rebuild to ensure the city has viable resources during an emergency activation.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 600,000.00 | $ - | $ - | $ - | $ - | $ 600,000.00 |
| Construction | $ 1,800,000.00 | $ - | $ - | $ - | $ - | $ 1,800,000.00 |
| Administration/Inspection | $ 150,000.00 | $ - | $ - | $ - | $ - | $ 150,000.00 |
| Contingency | $ 450,000.00 | $ - | $ - | $ - | $ - | $ 450,000.00 |
| **TOTAL** | **$ 3,000,000.00** | $ - | $ - | $ - | $ - | **$ 3,000,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ 100,000.00 | $ - | $ - | $ - | $ - | $ 100,000.00 |
| Fire Fund/Grant Funding | $ 2,900,000.00 | $ - | $ - | $ - | $ - | $ 2,900,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 3,000,000.00** | $ - | $ - | $ - | $ - | **$ 3,000,000.00** |




CIP - Streets & Roads

# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Annual Asphalt Repair

**Project #** 2025-INFRA-316-9301

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets and Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☑ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☑ Construction | ☑ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification**

Total Project Cost: $ 2,500,000.00

This capital improvement project budget line item continues the City's pavement management program goals of keeping a Pavement Condition Index rating of above 85%.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 65,000.00 | $ 65,000.00 | $ 65,000.00 | $ 65,000.00 | $ 65,000.00 | $ 325,000.00 |
| Construction | $ 390,000.00 | $ 390,000.00 | $ 390,000.00 | $ 390,000.00 | $ 390,000.00 | $ 1,950,000.00 |
| Administration/Inspection | $ 6,000.00 | $ 6,000.00 | $ 6,000.00 | $ 6,000.00 | $ 6,000.00 | $ 30,000.00 |
| Contingency | $ 39,000.00 | $ 39,000.00 | $ 39,000.00 | $ 39,000.00 | $ 39,000.00 | $ 195,000.00 |
| **TOTAL** | **$ 500,000.00** | **$ 500,000.00** | **$ 500,000.00** | **$ 500,000.00** | **$ 500,000.00** | **$ 2,500,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 500,000.00 | $ 500,000.00 | $ 500,000.00 | $ 500,000.00 | $ 500,000.00 | $ 2,500,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 500,000.00** | $ - | $ - | $ - | $ - | **$ 2,500,000.00** |

CITYWIDE

# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Warner Trail Road & Storm Drain Improvements, Phase 2

**Project #** 2023-INFRA-316-9336

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets and Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☑ New Project | ☑ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☑ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 250,000.00

Warner Trail is classified as a collector in the City's General Plan. It also carries traffic for the City's singular public school. The public has contributed to ideas for safety improvements in the area. In addition, failing storm drain trench and many utility crossings have shortened the life span of the asphalt. The project will complete repairs to the storm drain, and pave the roadway from Miles Avenue to Evening Star.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 250,000.00 | $ - | $ - | $ - | $ - | $ 250,000.00 |
| Construction | $ - | $ - | $ - | $ - | $ - | $ - |
| Administration/Inspection | $ - | $ - | $ 2,000,000.00 | $ - | $ - | $ 2,000,000.00 |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 250,000.00** | **$ -** | | | | **$ 2,250,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Rollover | $ 133,000.00 | $ - | $ - | $ - | $ - | $ 133,000.00 |
| Capital Improvements | $ 117,000.00 | | $ 2,000,000.00 | $ - | $ - | $ 2,117,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 250,000.00** | $ - | | | | **$ 2,250,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Roadway Striping

**Project #** 2023-INFRA-316-9325

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets & Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☒ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☒ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 250,000.00

This annual project provides for refreshing or modification of striping aorund the City. This includes striping that may be damaged by weather or vehicular accident.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 250,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 50,000.00** | **$ 50,000.00** | **$ 50,000.00** | **$ 50,000.00** | **$ 50,000.00** | **$ 250,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 250,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 50,000.00** | **$ 50,000.00** | **$ 50,000.00** | **$ 50,000.00** | **$ 50,000.00** | **$ 250,000.00** |

CITYWIDE

# City of Indian Wells FY 2026 thru FY 2030

**Project Name** On Call Concrete

**Project #** 2023-INFRA-316-9226

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets & Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☐ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☒ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 250,000.00

This annual project provides for additions or repair to concrete facilities throughout the City, including sidewalk, ADA ramps, curb and gutters.

| **Expenditures** | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 250,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 50,000.00** | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | **$ 250,000.00** |

| **Funding Sources** | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 250,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 50,000.00** | **$ 50,000.00** | **$ 50,000.00** | **$ 50,000.00** | **$ 50,000.00** | **$ 250,000.00** |

CITYWIDE

# City of Indian Wells FY 2026 thru FY 2030

**Project Name** On Call Asphalt

**Project #** 2023-INFRA-316-

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets & Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☐ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☒ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 250,000.00

This annual project provides for additions or repair to asphalt facilities throughout the City, including arterial roadway pothole repair, and uneven asphalt trip hazards.

| **Expenditures** | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 250,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 50,000.00** | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | **$ 250,000.00** |

| **Funding Sources** | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 50,000.00 | $ 250,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 50,000.00** | **$ 50,000.00** | **$ 50,000.00** | **$ 50,000.00** | **$ 50,000.00** | **$ 250,000.00** |

CITYWIDE

# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Complete Streets

**Project #** 2023-INFRA-316-9303

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets & Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

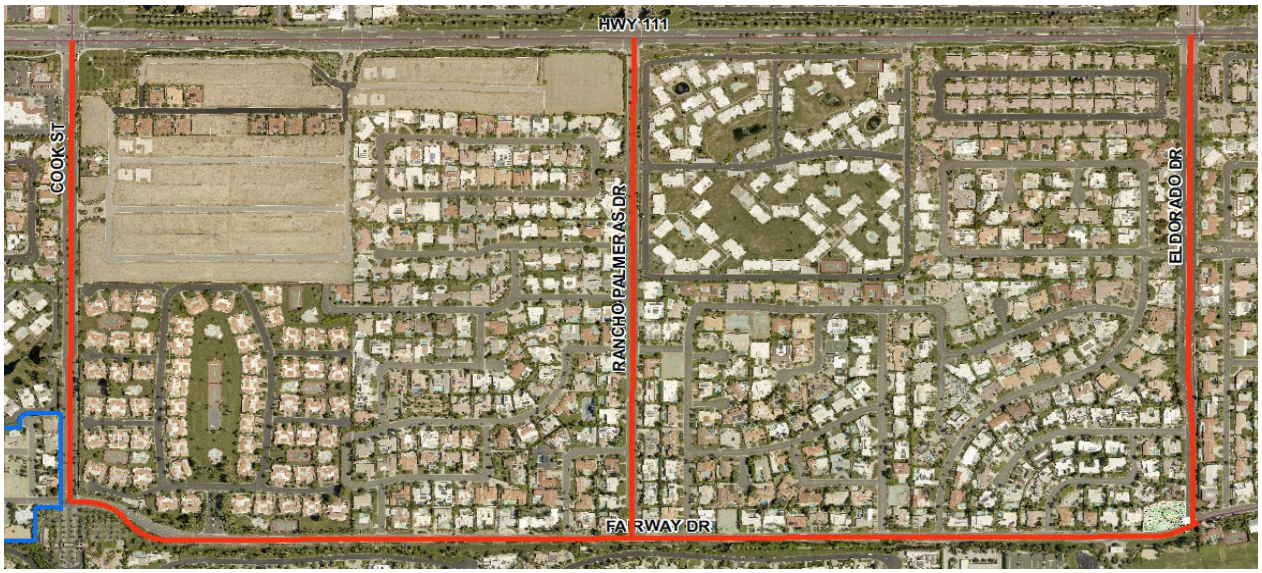
| | | | |
|---|---|---|---|
| ☒ New Project | ☒ Continuing Project | ☒ Preliminary Budget | ☐ Final Budget |
| ☐ Construction | ☒ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 7,550,330.00

Complete Streets programs assist Cities in creating safer, usable transportation corridors for methods outside of vehicular travel. The City received federal funding to study and create a Safety Action Plan (SAP) for designing safer pedestrian, bike, and other alternative methods of travel. In addition, the SAP will allow the City to actively seek grant funding to cover the cost of the improvements. These methods of funding require Community Outreach and participation. Expected safety recommendations include sidewalks, bike lanes, crosswalks and protected turn lanes.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 300,000.00 | $ - | $ - | $ - | $ - | $ 300,000.00 |
| Construction | $ 3,850,330.00 | $ 3,000,000.00 | $ - | $ - | $ - | $ 6,850,330.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ 400,000.00 | $ - | | $ - | $ - | $ 400,000.00 |
| **TOTAL** | **$ 4,550,330.00** | **$ 3,000,000.00** | **$ -** | **$ -** | **$ -** | **$ 7,550,330.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 1,327,687.00 | $ - | $ - | $ - | $ - | $ 1,327,687.00 |
| SS4A/CMAQ | $ - | $ - | $ - | $ - | $ - | $ - |
| SB821 | $ 1,380,240.00 | $ 1,455,973.00 | $ - | $ - | $ - | $ 2,836,213.00 |
| HSIP | $ 736,100.00 | $ - | $ - | $ - | $ - | $ 736,100.00 |
| Rollover | $ 2,650,330.00 | | | | | $ 2,650,330.00 |
| **TOTAL** | **$ 6,094,357.00** | $ 1,455,973.00 | $ - | $ - | $ - | **$ 7,550,330.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** On Call Project Management

**Project #** 2023-INFRA-316-9930

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets & Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☒ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☐ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 1,170,000.00

The City produces a robust Capital Improvement Program. The program has been, and continues to be, especially substantial, as the Council prioritizes Quality of Life. Selective staff augmentation assists the City with delivering the projects in a timely matter.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 570,000.00 | $ 150,000.00 | $ 150,000.00 | $ 150,000.00 | $ 150,000.00 | $ 1,170,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 570,000.00** | **$ 150,000.00** | **$ 150,000.00** | **$ 150,000.00** | **$ 150,000.00** | **$ 1,170,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 570,000.00 | $ 150,000.00 | $ 150,000.00 | $ 150,000.00 | $ 150,000.00 | $ 1,170,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 570,000.00** | **$ 150,000.00** | **$ 150,000.00** | **$ 150,000.00** | **$ 150,000.00** | **$ 1,170,000.00** |

CITYWIDE

# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Club Drive Improvements, Phase 2

**Project #** 2023-INFRA-316-9332

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets & Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☒ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☒ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification**

Total Project Cost: $ -

Club Drive operates as a collector serving the retail/office buildings to the east, and the Indian Wells Hotel to the west. In addition, it serves the auxiliary gate to the Indian Wells Country Club. This project will complete sidewalk installation.

| **Expenditures** | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | | $ - | $ - | $ - |
| Construction | $ 303,767.00 | $ - | $ - | $ - | $ - | $ 303,767.00 |
| Administration/Inspection | $ - | $ - | | $ - | $ - | $ - |
| Contingency | $ - | $ - | | $ - | $ - | $ - |
| **TOTAL** | **$ 303,767.00** | $ - | $ - | | | **$ 303,767.00** |

| **Funding Sources** | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ 303,767.00 | $ - | $ - | $ - | $ - | $ 303,767.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 303,767.00** | | | | | **$ 303,767.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** NorthEastern Traffic Flow Improvements

**Project #** 2023-INFRA-316-9311

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets and Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

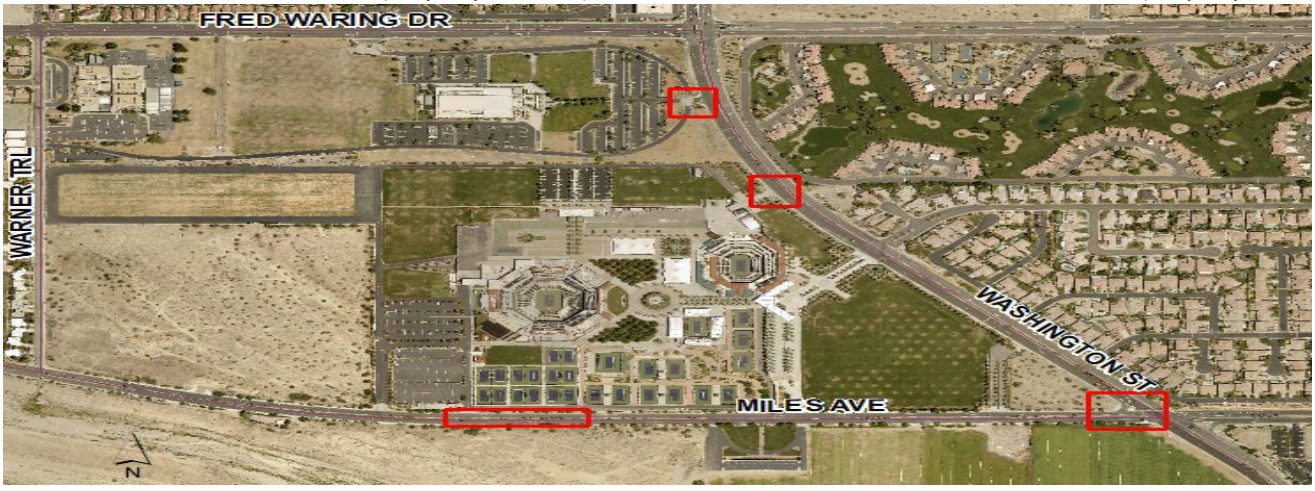
| | | | |
|---|---|---|---|
| ☑ New Project | ☑ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☑ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 1,066,755.00

The NorthEastern quadrant of the City experiences traffic delays during large events. This project will include dedicated right turn pockets, widening of the right turn lane onto Miles Avenue, median reconstruction, and updating the landscaping.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 1,066,755.00 | $ - | $ - | $ - | $ - | $ 1,066,755.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 1,066,755.00** | **$ -** | | | | **$ 1,066,755.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ 1,066,755.00 | $ - | $ - | $ - | $ - | $ 1,066,755.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 1,066,755.00** | $ - | | | | **$ 1,066,755.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Highway 111 Safety Improvements

**Project #** 2025-INFRA - 316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | Highway 111 | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 1,500,000.00

The City received federal funding to conduct a traffic Safety Action Plan citywide through Safe Streets for All. The plan identified multiple areas for improvement on Highway 111. Combining these recommendations with already known issues, the City will make application to the SS4A Implementation grant. A sample of these projects include the Cook Street/Hwy 111 Intersection, crosswalk alignments and Audible Pedetrian buttons.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ 300,000.00 | $ - | $ - | $ - | $ - |
| Construction | $ - | $ 900,000.00 | $ - | $ - | $ - | $ - |
| Administration/Inspection | $ - | $ 75,000.00 | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ 225,000.00 | $ - | $ - | $ - | $ - |
| **TOTAL** | | $ 1,500,000.00 | | | | **$ -** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| SS4A | $ - | $ 1,500,000.00 | $ - | $ - | $ - | $ 1,500,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | $ 1,500,000.00 | | | | **$ 1,500,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Miles Avenue Rehabilitation

**Project #** 2025-Streets-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | Miles Ave, Hwy 111 to Washington | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets & Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 1,500,000.00

The asphalt paving on Miles Avenue has reached it's end of life. This project will grind and overlay the entire extent, giving the roadway another 15-20 years of life.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 1,500,000.00 | $ - | $ - | $ - | $ - | $ 1,500,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 1,500,000.00** | | $ - | | | **$ 1,500,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvements | $ 1,500,000.00 | $ - | $ - | $ - | $ - | $ 1,500,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 1,500,000.00** | | $ - | | | **$ 1,500,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Fred Waring Rehabilitation

**Project #** 2023-INFRA-316-9338

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets & Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 2,100,000.00

The average PCI of Fred Waring within the City Limits is 65%. Fred Waring is a high volume Major Arterial, carrying approximately 35,000 trips a day. This project will restore the surface of the pavement, and includes a redirection of a failing drywell on the northside of Fred Waring, adjacent to the Whitewater channel.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 100,000.00 | $ - | | $ - | $ - | $ 100,000.00 |
| Construction | $ - | $ 2,000,000.00 | $ - | $ - | $ - | $ 2,000,000.00 |
| Administration/Inspection | $ - | $ - | | $ - | $ - | $ - |
| Contingency | $ - | $ - | | $ - | $ - | $ - |
| **TOTAL** | **$ 100,000.00** | **$ 2,000,000.00** | **$ -** | **$ -** | **$ -** | **$ 2,100,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 100,000.00 | $ 2,000,000.00 | $ - | $ - | $ - | $ 2,100,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 100,000.00** | $ 2,000,000.00 | $ - | | | **$ 2,100,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Annual Street Name Sign Retrofit

**Project #** 2023-INFRA-316-015

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets and Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☑ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☑ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 50,000.00

This ongoing project replaces old street name signs with new, high intensity grade reflective signs. The new, high intensity grade reflective signs are cheaper and easier to maintain. This project covers name signs citywide.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 10,000.00 | $ 10,000.00 | $ 10,000.00 | $ 10,000.00 | $ 10,000.00 | $ 50,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$10,000** | **$ 10,000.00** | **$ 10,000.00** | **$ 10,000.00** | **$ 10,000.00** | **$ 50,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Captial Improvement | $ 10,000.00 | $ 10,000.00 | $ 10,000.00 | $ 10,000.00 | $ 10,000.00 | $ 50,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 10,000.00** | $ 10,000.00 | $ 10,000.00 | $ 10,000.00 | $ 10,000.00 | **$ 50,000.00** |

CITYWIDE

# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Paver Replacement Citywide

**Project #** 2023-INFRA-316-9337

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets & Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☐ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☒ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 482,525.00

Part of the City's iconic lush landscaping look is the brick pavers that are laid at major intesections. Paver replacement has not occurred since they were laid, and the pavers have endured weather, vehicles, construction, and settling over the years. This project includes the subgrade testing, paver layout design and construction to provide for multiple years of beauty to come.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 482,525.00 | $ - | $ - | $ - | $ - | $ 482,525.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 482,525.00** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 482,525.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 200,000.00 | $ - | | $ - | $ - | $ 200,000.00 |
| Rollover | $ 282,525.00 | $ - | $ - | $ - | $ - | $ 282,525.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | $ - | $ - | $ - | $ - | **$ 482,525.00** |

CITYWIDE

# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Benchmark Replacement Citywide

**Project #** 2025-INFRA-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Streets & Roads | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

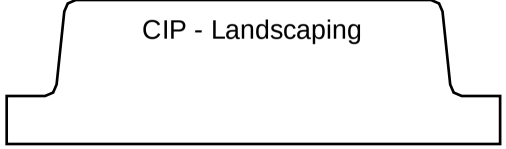
**Description & Justification** Total Project Cost: $ 250,000.00

The Survey Benchmark Replacement Project is focused on addressing gaps in the current survey benchmark infrastructure by replacing missing or damaged benchmarks. Over time, certain benchmarks have either been lost due to environmental factors, construction activities, or have deteriorated in condition, compromising the accuracy and reliability of survey data. This project aims to restore the integrity of the survey network by systematically identifying, replacing, and verifying these benchmarks to ensure that the surveying system remains accurate, reliable, and functional for future use.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 60,000.00 | $ - | $ - | $ - | $ - | $ 60,000.00 |
| Construction | $ 160,000.00 | $ - | $ - | $ - | $ - | $ 160,000.00 |
| Administration/Inspection | $ 12,500.00 | $ - | $ - | $ - | $ - | $ 12,500.00 |
| Contingency | $ 17,500.00 | $ - | $ - | $ - | $ - | $ 17,500.00 |
| **TOTAL** | **$ 250,000.00** | | | | | **$ 250,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 250,000.00 | $ - | $ - | $ - | $ - | $ 250,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 250,000.00** | | | | | **$ 250,000.00** |

CITYWIDE


CIP - Landscaping

# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Non Potable Irrigation Expansion

**Project #** 2025-INFRA-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Landscaping | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification** Total Project Cost: $ 300,000.00

The City irrigates the majority of its landscaping with Mid Valley Pipeline water, untreated Colorado River water. This is a low cost alternative to potable water, and not limited by the State's water reduction requirements. This project will extend the capacity and reach of the existing irrigation main lines.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ 60,000.00 | $ - | $ - | $ 60,000.00 |
| Construction | $ - | $ - | $ 180,000.00 | $ - | $ - | $ 180,000.00 |
| Administration/Inspection | $ - | $ - | $ 15,000.00 | $ - | $ - | $ 15,000.00 |
| Contingency | $ - | $ - | $ 45,000.00 | $ - | $ - | $ 45,000.00 |
| **TOTAL** | | | $ 300,000.00 | | | **$ 300,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ 300,000.00 | $ - | $ - | $ 300,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | $ 300,000.00 | | | **$ 300,000.00** |

CITYWIDE

# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Palm Tree Replacement

**Project #** 2023-Land-316-9806

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Landscaping | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☑ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☑ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 500,000.00

Many of the City's iconic palm trees along Highway 111 are reaching their end of life. This project aims to replace all aging and dangerous palms, starting with those that have been rated the worst by the City's Palm Tree Specialist.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 500,000.00 | $ - | $ - | $ - | $ - | $ 500,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 500,000.00** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 500,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 100,000.00 | $ - | $ - | $ - | $ - | $ 100,000.00 |
| Rollover | $ 400,000.00 | $ - | $ - | $ - | $ - | $ 400,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 500,000.00** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 500,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Highway 111 Drought Tolerant Landscaping/Palm Tree Skinning

**Project #** 2023-LAND-316-9804

| | | | | | |
|---|---|---|---|---|---|
| **Location** | Highway 111 | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Landscaping | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☒ New Project | ☐ Continuing Project | ☒ Preliminary Budget | ☐ Final Budget |
| ☒ Construction | ☐Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 670,000.00

As drought mitigation measures begin to take effect, the City will refresh it's landscaping on Highway 111. At the same time, skinning of the palm treees to create the 'pineappled' look will add to the manicured look of the City main Thouroughfare. The City received a $650,000 grant from the Dept of Water Resources for turf reduction.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 150,000.00 | | $ - | $ - | $ - | $ 150,000.00 |
| Construction | $ 920,000.00 | $ - | $ - | $ - | $ - | $ 920,000.00 |
| Administration/Inspection | $ - | | $ - | $ - | $ - | $ - |
| Contingency | $ - | | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 1,070,000.00** | $ - | | | | **$ 1,070,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| DWR | $ 310,000.00 | $ 340,000.00 | $ - | $ - | $ - | $ 650,000.00 |
| Capital Improvement | $ 50,000.00 | $ - | $ - | $ - | $ - | $ 50,000.00 |
| Rollover | $ 370,000.00 | $ - | $ - | $ - | $ - | $ 370,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 730,000.00** | $ 340,000.00 | | | | **$ 1,070,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Highway 111 Median Landscaping Refresh/Lighting Upgrades

**Project #** 2025-LAND-316-

| | | | | | |
|---|---|---|---|---|---|
| **Location** | Highway 111 | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Landscaping | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 600,000.00

The summer of 2024 saw an unprecedented heatwave, resulting in the loss of over 300 plants in the medians of Highway 111. This project seeks to restore and revitalize the medians by replacing the lost plants and installing new vegetation that aligns with the city's lush Mediterranean aesthetic. The project will also update and replace lighting that is missing or in disrepair.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ 60,000.00 | $ - | $ - | $ 60,000.00 |
| Construction | $ - | $ - | $ 180,000.00 | $ 300,000.00 | $ - | $ 480,000.00 |
| Administration/Inspection | $ - | $ - | $ 15,000.00 | $ - | $ - | $ 15,000.00 |
| Contingency | $ - | $ - | $ 45,000.00 | $ - | $ - | $ 45,000.00 |
| **TOTAL** | | | $ 300,000.00 | $ 300,000.00 | | **$ 600,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ 300,000.00 | $ 300,000.00 | $ - | $ 600,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | $ 300,000.00 | $ 300,000.00 | | **$ 600,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Bollard Replacement

**Project #** 2025-LAND-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Landscaping | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification** Total Project Cost: $ 300,000.00

The City utilizes unobtrusive bollard lighting for pedestrian safety. This project would upgrade all of the City's bollards to solar units, and create a uniform appearance on all of the City's right of ways.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ 60,000.00 | $ 60,000.00 |
| Construction | $ - | $ - | $ - | $ - | $ 180,000.00 | $ 180,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ 15,000.00 | $ 15,000.00 |
| Contingency | $ - | $ - | $ - | $ - | $ 45,000.00 | $ 45,000.00 |
| **TOTAL** | | | $ - | | $ 300,000.00 | **$ 300,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ 300,000.00 | $ 300,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | | | $ 300,000.00 | **$ 300,000.00** |

CITYWIDE

# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Lighting Replacements

**Project #** 2025-LAND-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Landscaping | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 300,000.00

The City uses tombstone and tree mounted lighting to illuminate its public landscaping areas. These assets have reached their end of life. This project will upgrade lighting with more efficeint, weather and water resistant units.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ 60,000.00 | $ - | $ 60,000.00 |
| Construction | $ - | $ - | $ - | $ 180,000.00 | $ - | $ 180,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ 15,000.00 | $ - | $ 15,000.00 |
| Contingency | $ - | $ - | $ - | $ 45,000.00 | $ - | $ 45,000.00 |
| **TOTAL** | | | $ - | $ 300,000.00 | | **$ 300,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ 300,000.00 | $ - | $ 300,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | | $ 300,000.00 | | **$ 300,000.00** |

CITYWIDE

# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Cook Street Palm Tree Replacement

**Project #** 2025-LAND-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Landscaping | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 250,000.00

Cook Street is one of the City's major thoroughfares, and has majestic palms sporadically in the medians. Many of these palms are at the end of life, or have been sick or damaged. This project would replace those palm trees and their lighting on Cook Street, in the median, between Fairway and Fred Waring.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ 50,000.00 | $ - | $ - | $ 50,000.00 |
| Construction | $ - | $ - | $ 150,000.00 | $ - | $ - | $ 150,000.00 |
| Administration/Inspection | $ - | $ - | $ 12,500.00 | $ - | $ - | $ 12,500.00 |
| Contingency | $ - | $ - | $ 37,500.00 | $ - | $ - | $ 37,500.00 |
| **TOTAL** | | | $ 250,000.00 | | | **$ 250,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ 250,000.00 | $ - | $ - | $ 250,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | | | | **$ 250,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Replacement Grove Lighting w Bluetooth Control

**Project #** 2025-LAND-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Landscaping | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification** Total Project Cost: $ 100,000.00

The City maintains a lighting system in the two Palm Groves near the western City limits on Highway 111. This project aims to replace the existing lighting with a more modern, energy-efficient system that offers improved control, flexibility, and functionality.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ 20,000.00 | $ - | $ - | $ - | $ 20,000.00 |
| Construction | $ - | $ 60,000.00 | $ - | $ - | $ - | $ 60,000.00 |
| Administration/Inspection | $ - | $ 5,000.00 | $ - | $ - | $ - | $ 5,000.00 |
| Contingency | $ - | $ 15,000.00 | $ - | $ - | $ - | $ 15,000.00 |
| **TOTAL** | | $ 100,000.00 | $ - | | | **$ 100,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ 100,000.00 | $ - | $ - | $ - | $ 100,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | $ 100,000.00 | | | | **$ 100,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Fred Waring Landscape Improvements

**Project #** 2023-Land-316-9886

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Landscaping | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☑ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☑ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ -

Fred Waring is one of the City's 3 East/West traveling Major Arterials. The landscaping on the south side of Fred Waring, between Phyllis Jackson and Washington Street is maintained by the City. The landscaping is in various stages of aging, and has been removed completely in some areas. This project will revitalize the landscaping and include drought tolerant plantings.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 475,000.00 | $ - | $ - | $ - | $ - | $ 475,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$0** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 475,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ 475,000.00 | $ - | $ - | $ - | $ - | $ 475,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 475,000.00** | $ - | $ - | $ - | $ - | **$ 475,000.00** |




CIP - Facilities & Equip.

# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Indian Wells Lane Monument Sign Replacement

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | Golf Resort Campus | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☐ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☐ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

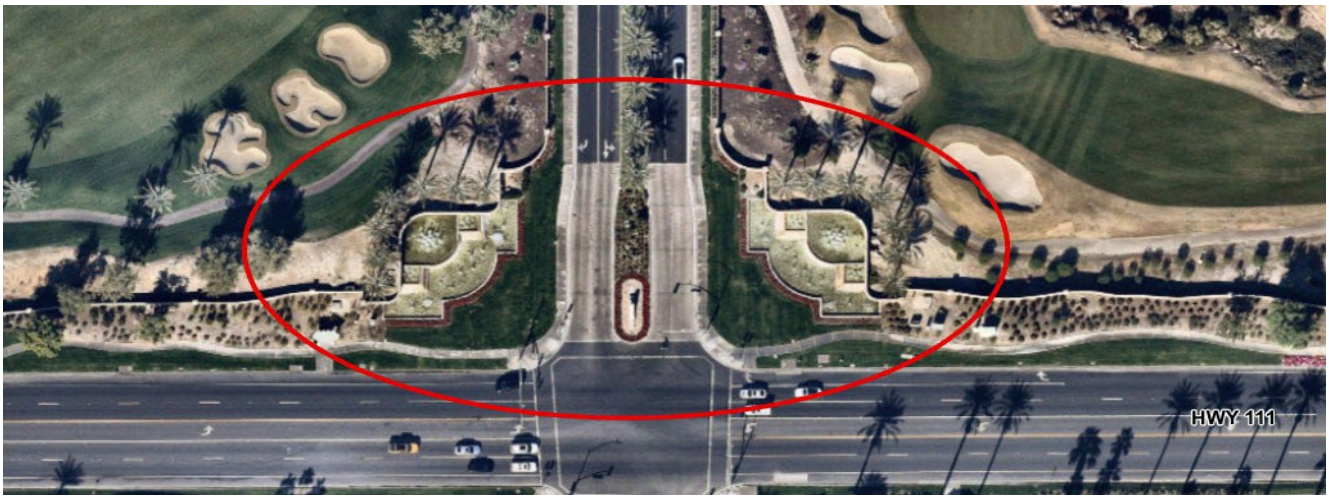
**Description & Justification**

Total Project Cost: $ 350,000.00

The City maintains the resort campus entrance on Indian Wells Drive at Highway 111. The monument sign at the entrance is currently a temporary version built by City Staff after the original was destroyed by a traffic accident. Various versions have been championed for a new sign. This porject would build the sign approved by Council.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 70,000.00 | $ - | $ - | $ - | $ - | $ 70,000.00 |
| Construction | $ 210,000.00 | $ - | $ - | $ - | $ - | $ 210,000.00 |
| Administration/Inspection | $ 17,500.00 | $ - | $ - | $ - | $ - | $ 17,500.00 |
| Contingency | $ 52,500.00 | $ - | $ - | $ - | $ - | $ 52,500.00 |
| **TOTAL** | **$ 350,000.00** | | $ - | | | **$ 350,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Arts in Public Places | $ 350,000.00 | $ - | $ - | $ - | $ - | $ 350,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 350,000.00** | | | | | **$ 350,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Maintenance Yard Redesign

**Project #** 2023-EQUIP-316-9142

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☒ New Project | ☐ Continuing Project | ☒ Preliminary Budget | ☐ Final Budget |
| ☐ Construction | ☒ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification**

Total Project Cost: $ 250,000.00

The maintenance building layout lacks functionality in many of its areas. Remodling the inside and yard space will allow for more workspace, storage space, and flexbility for Civic Center campus needs. In addition, storage for hazardous materials can be upgraded to current standards.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 250,000.00 | $ - | $ - | $ - | $ - | $ 250,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 250,000.00** | $ - | $ - | $ - | $ - | **$ 250,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 250,000.00 | $ - | $ - | $ - | $ - | $ 250,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 250,000.00** | $ - | $ - | $ - | $ - | **$ 250,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** City Vehicle Replacement

**Project #** 2023-EQUIP-316-9964

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☒ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☐ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification**

Total Project Cost: $ 108,000.00

The City's fleet of vehicles are meticulously maintained until they reach the end of life. The City of Indian Wells also focuses on responsible resource sustainability. The State of California has instituted unfunded mandates that require cities with small fleets to begin purchasing ZEV by 2027. The City actively seeks federal and state grant or reimbursement monies to subsidize the cost.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 108,000.00 | $ - | $ - | $ - | $ - | $ 108,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | $ - | $ - | $ - | $ - | **$ 108,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 75,000.00 | $ - | $ - | $ - | $ - | $ 75,000.00 |
| Rollover | $ 33,000.00 | $ - | $ - | $ - | $ - | $ 33,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | $ - | $ - | $ - | $ - | **$ 108,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Energy Efficiency/Sustainable Community

**Project #** 2023-EQUIP-316-9905

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☒ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☒ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

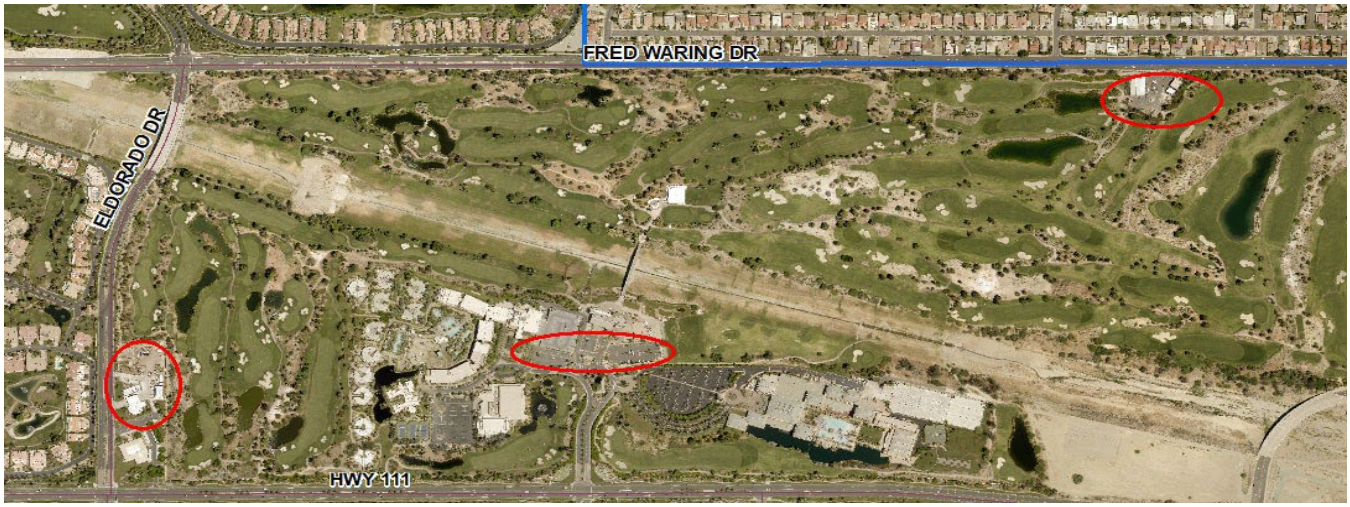
**Description & Justification**

Total Project Cost: $ 1,000,000.00

The City's Sustainable Community goals continue to be served by this project. Additional grant funding becomes avaiable sporadically, and FY26 will see the City complete grant applications for more efficient improvemnets at the civic campus facilities. The CIty's Solar project is approximately 95% complete. All original Energy Efficiency upgrades have been completed.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 1,000,000.00 | $ - | $ - | $ - | $ - | $ 1,000,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 1,000,000.00** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 1,000,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| IREN | $ 100,000.00 | $ - | $ - | $ - | $ - | $ 100,000.00 |
| Rollover | $ 900,000.00 | $ - | $ - | $ - | $ - | $ 900,000.00 |
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 1,000,000.00** | $ - | $ - | $ - | $ - | **$ 1,000,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Civic Center Paving/Maintenance Yard Improvements

**Project #** 2023-EQUIP-316-9145

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☑ New Project | ☑ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☑ Construction | ☑ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 606,416.00

The Civic Center parking lots are due for rehabilitation. In addition, the maintenance yard functionality has been changed by solar installation. Reorganization of the yard would improve storage bays, increase proper drainage, and prevent contamination of retained materials.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 108,666.00 | $ - | $ - | $ - | $ - | $ 108,666.00 |
| Construction | $ 450,000.00 | $ - | $ - | $ - | $ - | $ 450,000.00 |
| Administration/Inspection | $ 2,750.00 | $ - | $ - | $ - | $ - | $ 2,750.00 |
| Contingency | $ 45,000.00 | $ - | $ - | $ - | $ - | $ 45,000.00 |
| **TOTAL** | **$606,416** | **$ -** | | | | **$ 606,416.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ 606,416.00 | $ - | $ - | $ - | $ - | $ 606,416.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 606,416.00** | $ - | | | | **$ 606,416.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** SCE Charge Ready Program

**Project #** 2023-EQUIP-316-9953

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☒ New Project | ☐ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☒ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification**

Total Project Cost: $ 162,583.00

The State of California has provided funding to utilities to help offset the cost of Electric Vehicle Charging Station Installations. SCE's Charge Ready program provides infrastructure for electric vehicle charging at no cost to the City. SCE will design and construct all underground services necessary to install charging stations at City Hall. The City will provide the funding for the electric vehicle chargers and their installation.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 162,583.00 | $ - | $ - | $ - | $ - | $ 162,583.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 162,583.00** | $ - | $ - | $ - | $ - | **$ 162,583.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ 162,583.00 | $ - | $ - | $ - | $ - | $ 162,583.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 162,583.00** | $ - | $ - | $ - | $ - | **$ 162,583.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Emergency Generator Replacement

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification** Total Project Cost: $ 400,000.00

City Hall has an emergency generator to power the building when Utility Grid Power is not available. The generator is a diesel generator that is over 25 years old, and is capable of producing 'Criteria Pollutants' when running. This project would replace the generator with a clean running version, capable of achieving California Air Resources Board (CARB) compliance.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ - | $ - | $ - | $ - | $ 320,000.00 | $ 320,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ 20,000.00 | $ 20,000.00 |
| Contingency | $ - | $ - | $ - | $ - | $ 60,000.00 | $ 60,000.00 |
| **TOTAL** | | | $ - | | $ 400,000.00 | **$ 400,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ 400,000.00 | $ 400,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | | | | **$ 400,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Council Chambers Technology Upgrades

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | City Hall | **Department** | City Manager | **Priority** | |
| **Plan Reference** | | **Contact** | Information Technology | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification** Total Project Cost: $ 250,000.00

Improve, update, and replace the audio, video, control system and cabling in City Council Chambers to provide a solution that will be easy to manage by staff, flexible for future technology, and maintainable for the foreseeable future.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 50,000.00 | $ - | $ - | $ - | $ - | $ 50,000.00 |
| Construction | $ 150,000.00 | $ - | $ - | $ - | $ - | $ 150,000.00 |
| Administration/Inspection | $ 12,500.00 | $ - | $ - | $ - | $ - | $ 12,500.00 |
| Contingency | $ 37,500.00 | $ - | $ - | $ - | $ - | $ 37,500.00 |
| **TOTAL** | **$ 250,000.00** | $ - | $ - | | | **$ 250,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 250,000.00 | $ - | $ - | $ - | $ - | $ 250,000.00 |
| Rollover | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 250,000.00** | | | | | **$ 250,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** City Hall Single Pane Glass Replacements

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification** Total Project Cost: $ 100,000.00

The City has made numerous energy efficient, utility cost lowering upgrades in the past few years. This project would replace City Hall's single pane windows and doors with dual pane, heat resistant glass.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ 20,000.00 | $ - | $ 20,000.00 |
| Construction | $ - | $ - | $ - | $ 60,000.00 | $ - | $ 60,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ 5,000.00 | $ - | $ 5,000.00 |
| Contingency | $ - | $ - | $ - | $ 15,000.00 | $ - | $ 15,000.00 |
| **TOTAL** | | | $ - | $ 100,000.00 | | **$ 100,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ 100,000.00 | $ - | $ 100,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | | $ 100,000.00 | | **$ 100,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Eisenhower Memorial Extension

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification** Total Project Cost: $ 400,000.00

The City maintains an Eisenhower Memorial area on its main campus. It is a destination for many to visit, and also serves as the entrance to the City's Veteran Recognition area. The stones that feature the names of honored veterans are nearly full. This project will add new marble stone, with a possibility of needing to reorganizing the area.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 80,000.00 | $ - | $ - | $ - | $ - | $ 80,000.00 |
| Construction | $ 240,000.00 | $ - | $ - | $ - | $ - | $ 240,000.00 |
| Administration/Inspection | $ 20,000.00 | $ - | $ - | $ - | $ - | $ 20,000.00 |
| Contingency | $ 60,000.00 | $ - | $ - | $ - | $ - | $ 60,000.00 |
| **TOTAL** | **$ 400,000.00** | | $ - | | | **$ 400,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 400,000.00 | $ - | $ - | $ - | $ - | $ 400,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 400,000.00** | | | | | **$ 400,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** New Parking Structures/City Lots

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification** Total Project Cost: $ 250,000.00

City Hall parking lots provide shade to some of it's parking areas with carports. The carports are not ADA compliant. This project would seek grant funding to replace the carports with solar panels structures. The solar panels could generate power for future vehicle chargers, or offset City Hall electricity costs.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ 50,000.00 | $ - | $ 50,000.00 |
| Construction | $ - | $ - | $ - | $ 150,000.00 | $ - | $ 150,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ 12,500.00 | $ - | $ 12,500.00 |
| Contingency | $ - | $ - | $ - | $ 37,500.00 | $ - | $ 37,500.00 |
| **TOTAL** | | | $ - | $ 250,000.00 | | **$ 250,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ | $ - | $ - | $ - |
| Seeking Grant | $ - | $ - | $ - | $ 250,000.00 | $ - | $ 250,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | | $ 250,000.00 | | **$ 250,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** ADA Facilities Compliance

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification** Total Project Cost: $ 450,000.00

The City has an Americans with Disabilities Transition Plan that was established in 2017. Every year, the City completes more of the list with various projects that occur in the vicinity of needed upgrades. This project would complete any of the incomplete improvements at City owned facilities.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ 90,000.00 | $ 90,000.00 |
| Construction | $ - | $ - | $ - | $ - | $ 270,000.00 | $ 270,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ 22,500.00 | $ 22,500.00 |
| Contingency | $ - | $ - | $ - | $ - | $ 67,500.00 | $ 67,500.00 |
| **TOTAL** | | | $ - | | $ 450,000.00 | **$ 450,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ 450,000.00 | $ 450,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | | | $ 450,000.00 | **$ 450,000.00** |

CITYWIDE

# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** IWGR Fountain Upgrades/Replacement

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☐ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☐ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

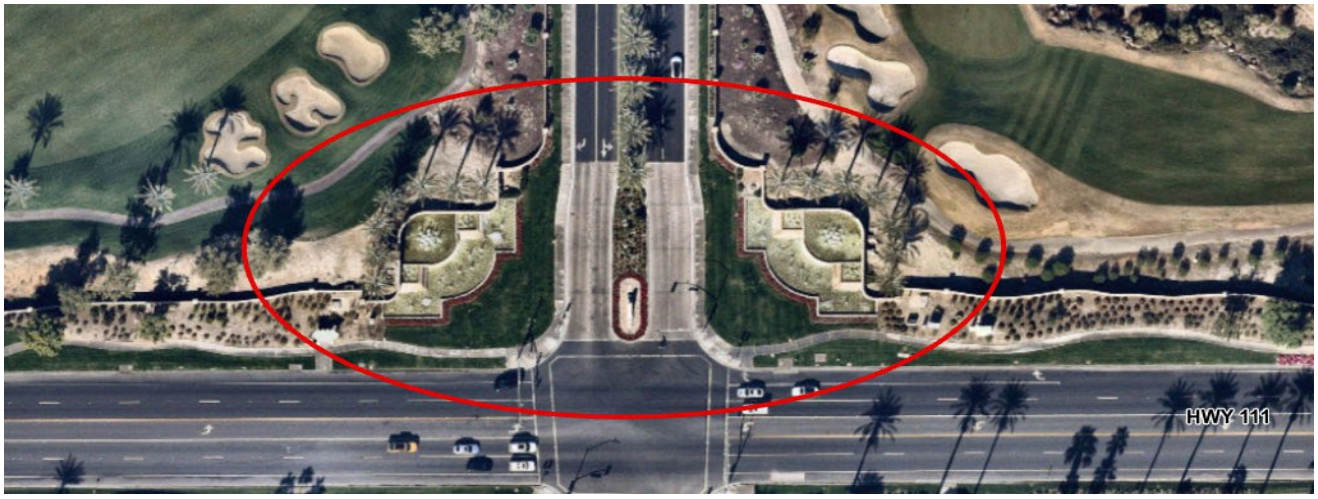
**Description & Justification**

Total Project Cost: $ 400,000.00

The City maintains the fountains at the entrance to the Indian Wells Golf Resort, funded by a shared Landscaping Lighting and Maintenance District (LLMD) between the city and the hotels onsite. In recent years, repairs to the 20+ years old fountain system have become exorbitant. This project would be either a major rehabilitation or complete replacement, dependant upon the stakeholders' decision.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 80,000.00 | $ - | $ - | $ - | $ - | $ 80,000.00 |
| Construction | $ 240,000.00 | $ - | $ - | $ - | $ - | $ 240,000.00 |
| Administration/Inspection | $ 20,000.00 | $ - | $ - | $ - | $ - | $ 20,000.00 |
| Contingency | $ 60,000.00 | $ - | $ - | $ - | $ - | $ 60,000.00 |
| **TOTAL** | **$ 400,000.00** | | $ - | | | **$ 400,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| LLMD A8 | $ 400,000.00 | $ - | $ - | $ - | $ - | $ 400,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 400,000.00** | | | | | **$ 400,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Roofing Civic Center Buildings

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☐ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☐ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 50,000.00

This project will seek funding from various sources, including IREN, to subsidize the cost of replacing the roofing at the Civic Center campus with cool roofing materials. The roofs on all buildings are reaching their end of life, and modern cool roofing materials help lower energy costs.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 50,000.00 | $ - | $ - | $ - | $ - | $ 50,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 50,000.00** | | $ - | | | **$ 50,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| IREN | $ 50,000.00 | $ - | $ - | $ - | $ - | $ 50,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 50,000.00** | | | | | **$ 50,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Community Garden Refresh

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 100,000.00

The Community Garden is a resident favorite. There is always a wait list. The garden can benefit from the addition of a few more gardening spaces as well as a general face lift. Some statues and walls are in disrepair. This project would build more gardening plots, rearrage some of the plots to make more room, replace/repair statuettes and repair/replace paint any stonework that is failing.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ 20,000.00 | $ - | $ 20,000.00 |
| Construction | $ - | $ - | $ - | $ 60,000.00 | $ - | $ 60,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ 5,000.00 | $ - | $ 5,000.00 |
| Contingency | $ - | $ - | $ - | $ 15,000.00 | $ - | $ 15,000.00 |
| **TOTAL** | | | $ - | $ 100,000.00 | | **$ 100,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ 100,000.00 | $ - | $ 100,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | | $ 100,000.00 | | **$ 100,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Traffic Signal Battery Backup

**Project #** 2025-EQUIP-316-

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 120,000.00

Battery backup systems provide power to traffic signals in times of power unavailability. This project will replace traffic signal battery backups in signal cabinets.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ 24,000.00 | $ - | $ 24,000.00 |
| Construction | $ - | $ - | $ - | $ 72,000.00 | $ - | $ 72,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ 6,000.00 | $ - | $ 6,000.00 |
| Contingency | $ - | $ - | $ - | $ 18,000.00 | $ - | $ 18,000.00 |
| **TOTAL** | | | $ - | $ 120,000.00 | | **$ 120,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ 120,000.00 | $ - | $ 120,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | | $ 120,000.00 | | **$ 120,000.00** |

CITYWIDE

# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Traffic Signal Head Maintenance

**Project #** 2025- EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 50,000.00

Traffic Signal "Heads" contain the signaling light bubs on traffic signals. They are subjected to the harsh desert climate. This project will include sanding and painting, as well as the necessary logistics to reach the equipment.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ 10,000.00 | $ - | $ 10,000.00 |
| Construction | $ - | $ - | $ - | $ 30,000.00 | $ - | $ 30,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ 2,500.00 | $ - | $ 2,500.00 |
| Contingency | $ - | $ - | $ - | $ 7,500.00 | $ - | $ 7,500.00 |
| **TOTAL** | | | $ - | $ 50,000.00 | | **$ 50,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ 50,000.00 | $ - | $ 50,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | | $ 50,000.00 | | **$ 50,000.00** |

CITYWIDE

# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Civic Center Planting Areas

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

Total Project Cost: $ 40,000.00

The Civic Center grounds are beautifully landscaped. The area is irrigated by non-potable water, from the Mid Valley pipeline. This water is harsher on hard surfaces and leads to quicker decay and deterioration. This project will rebuild crumbling walls with new block, and regrade adjacent areas appropriately.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ 8,000.00 | $ 8,000.00 |
| Construction | $ - | $ - | $ - | $ - | $ 24,000.00 | $ 24,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ 2,000.00 | $ 2,000.00 |
| Contingency | $ - | $ - | $ - | $ - | $ 6,000.00 | $ 6,000.00 |
| **TOTAL** | | | $ - | | $ 40,000.00 | **$ 40,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ 40,000.00 | $ 40,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | | | | $ 40,000.00 | **$ 40,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Civic Center Monument/Address Signs

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☐ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☐ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 30,000.00

The Civic Center houses 4 distinct buildings, two with addresses prominently featured at the street, to facilitate easier public access.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ 6,000.00 | $ - | $ - | $ - | $ 6,000.00 |
| Construction | $ - | $ 18,000.00 | $ - | $ - | $ - | $ 18,000.00 |
| Administration/Inspection | $ - | $ 1,500.00 | $ - | $ - | $ - | $ 1,500.00 |
| Contingency | $ - | $ 4,500.00 | $ - | $ - | $ - | $ 4,500.00 |
| **TOTAL** | | $ 30,000.00 | $ - | | | **$ 30,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ 30,000.00 | $ - | $ - | $ - | $ 30,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ -** | $ 30,000.00 | | | | **$ 30,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Grinder

**Project #** 2025-EQUIP-316

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification** Total Project Cost: $ 40,000.00

The City is responsible for hardscape improvements. This includes concrete and asphalt. A grinder will assist with maintenance issues like removing spilled paint from roadways, roughening up slick areas, and grinding down asphalt that moves with temperature changes.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 40,000.00 | $ - | $ - | $ - | $ - | $ 40,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 40,000.00** | | $ - | | | **$ 40,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 40,000.00 | $ - | $ - | $ - | $ - | $ 40,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 40,000.00** | | | | | **$ 40,000.00** |

CITYWIDE

# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Replace City Hall Ductwork

**Project #** 2023-EQUIP-316-9143

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☒ New Project | ☐ Continuing Project | ☒ Preliminary Budget | ☐ Final Budget |
| ☒ Construction | ☒ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification**

Total Project Cost: $ 245,000.00

As part of the Energy Effciency project, HVAC units and wall thermostats were replaced at City Hall. With the new units came the realization that the HVAC zoning and ducting orientation needed to be repaired and reworked from the many updates to the layout at City Hall. In addition, the ducting in some areas has detoriated, leading to a loss of cooling/heating within the ceiling.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 245,000.00 | $ - | $ - | $ - | $ - | $ 245,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 245,000.00** | $ - | $ - | $ - | $ - | **$ 250,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Rollover/Bond | $ 245,000.00 | $ - | $ - | $ - | $ - | $ 245,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 245,000.00** | $ - | $ - | $ - | $ - | **$ 245,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Update City Hall Aerials

**Project #** 2023-EQUIP-316-011

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

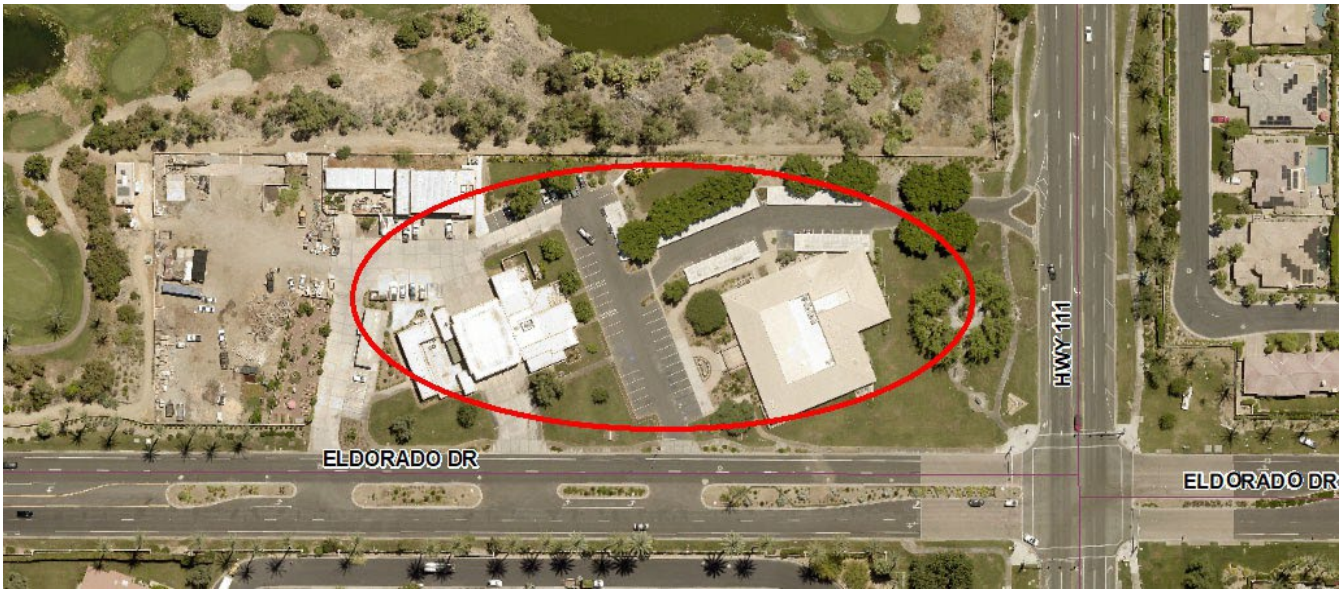
| | | | |
|---|---|---|---|
| ☒ New Project | ☐ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☐ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 20,000.00

Beautiful aerial photographs adorn the walls within City Hall. Some are meant to demonstrate historical images, while others are intended to provide current reference. Updating the photographs with current aerial images will showcase the City as it reaches build out, and provide excellent reference points during meetings or research.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 20,000.00 | $ - | $ - | $ - | $ - | $ 20,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 20,000.00** | $ - | $ - | $ - | $ - | **$ 20,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ 20,000.00 | $ - | $ - | $ - | $ - | $ 20,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 20,000.00** | $ - | $ - | $ - | $ - | **$ 20,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Public Art Installations

**Project #** 2026-Facilities-319

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Facilities & Equipment | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☑ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification**

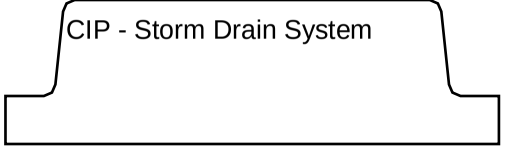
Total Project Cost: $ 700,000.00

In alignment with the City's enduring commitment to aesthetic enhancement and cultural enrichment, several new public art installations are currently in progress to introduce dynamic and engaging art pieces at prominent locations throughout the City. Potential sites for installation encompass Kestrel, Indian Wells Monument Sign, Fairway Park, and the Player's Course. These locations are designed to optimize visibility and community impact, thereby providing residents and visitors with unique opportunities to experience art in everyday environments.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 500,000.00 | $ 200,000.00 | $ - | $ - | $ - | $ 700,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 500,000.00** | **$ 200,000.00** | $ - | | | **$ 700,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ - | $ - | $ - | $ - | $ - | $ - |
| Arts In Public Places | $ 500,000.00 | $ 200,000.00 | $ - | $ - | $ - | $ 700,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 500,000.00** | **$ 200,000.00** | | | | **$ 700,000.00** |

CITYWIDE


CIP - Storm Drain System

# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Whitewater Channel East Drop Structure

**Project #** 2023-Drain-316-9605

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Storm Drain | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☑ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☑ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 3,400,000.00

Within the boundaries of the City's Golf Course, the Whitewater Channel has sustained damage to both of its drop structures from previous storm events. The East Drop Structure design has received conditional approval from CVWD, and application has been made to FEMA/Insurance for funds to construct.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 400,000.00 | $ - | $ - | $ - | $ - | $ - |
| Construction | | $ 3,000,000.00 | $ - | $ - | $ - | $ 3,400,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 400,000.00** | **$ 3,000,000.00** | **$ -** | **$ -** | **$ -** | **$ 3,400,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| FEMA/Insurance | | $ 3,000,000.00 | $ - | $ - | $ - | $ 3,000,000.00 |
| Rollover | $ 400,000.00 | $ - | $ - | $ - | $ - | $ 400,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 400,000.00** | $ - | $ - | $ - | $ - | **$ 3,400,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Low Flow Channel

**Project #** 2023-Drain-316-9603

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Storm Drain | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

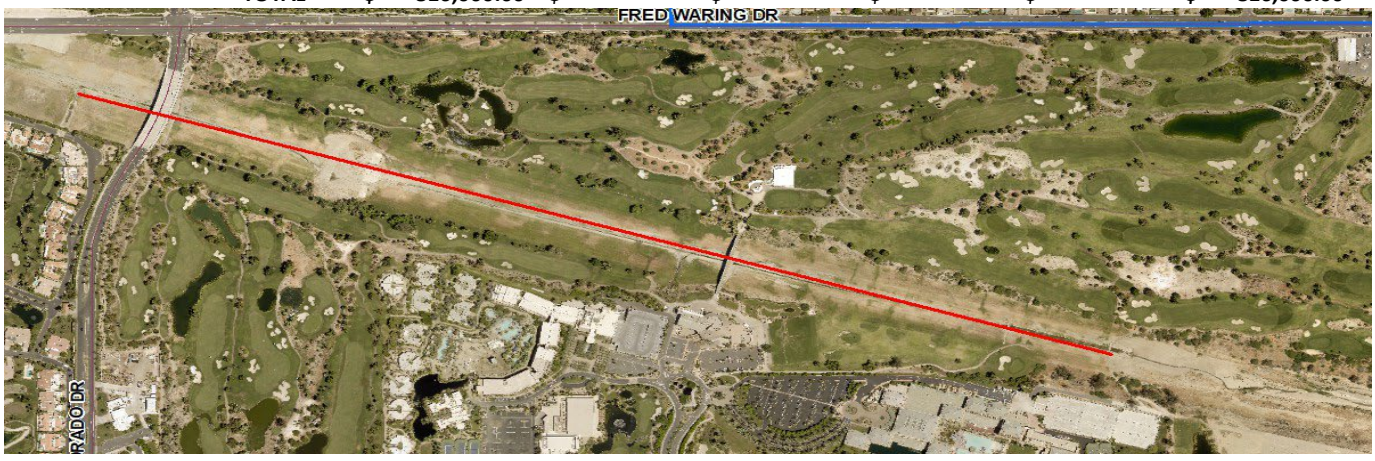
| | | | |
|---|---|---|---|
| ☒ New Project | ☑ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☑ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 816,000.00

The Whitewater Channel conveys storm flows through the Indian Wells Golf Resort. When not conveying water from a large storm event, smaller flows stay within the low flow channel, a concrete ribbon down the center of the channel. This part of the channel has sustained damage from previous storm events. In addition to repair, this project will change the width of the channel. The wider channel will allow for increaseed capacity, and allow for easier clean up with equipment.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 816,000.00 | $ - | $ - | $ - | $ - | $ 816,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 816,000.00** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 816,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| DWR | $ 600,000.00 | $ - | $ - | $ - | $ - | $ 600,000.00 |
| Capital Improvement | $ 216,000.00 | $ - | $ - | $ - | $ - | $ 216,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 816,000.00** | $ - | $ - | $ - | $ - | **$ 816,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** Whitewater Channel Slope Stabilization

**Project #** 2023-DRAIN-256-4601

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Storm Drain | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☒ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☒ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification**

Total Project Cost: $ 15,000,000.00

The project will line the Whitewater Channel downstream from the City's golf course. Concrete channel lining will be installed on the north and south sides of the channel slopes. Scour will be mitigated by deepened footings along the base of the wall. The channel lining will protect the slopes from erosion, lessening the impacts of sediment transport downstream from the project site.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 1,980,000.00 | $ 12,670,000.00 | $ - | $ - | $ - | $ 14,650,000.00 |
| Administration/Inspection | $ 20,000.00 | $ - | $ - | $ - | $ - | $ 20,000.00 |
| Contingency | $ - | $ 330,000.00 | $ - | $ - | $ - | $ 330,000.00 |
| **TOTAL** | **$ 2,000,000.00** | **$ 13,000,000.00** | **$ -** | **$ -** | **$ -** | **$ 15,000,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Developer/CFD | $ 9,000,000.00 | $ - | $ - | $ - | $ - | $ 9,000,000.00 |
| Federal Grant Funding | $ - | $ 5,000,000.00 | $ - | $ - | $ - | $ 5,000,000.00 |
| CVWD | $ - | $ 1,000,000.00 | $ - | $ - | $ - | $ 1,000,000.00 |
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 9,000,000.00** | $ 6,000,000.00 | $ - | $ - | $ - | **$ 15,000,000.00** |



# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Trash Capture Device Installation

**Project #** 2023-Drain-316-003

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Storm Drain | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☑ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☑ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $34,500

As part of the reissuance of the Colorado Water Boards General NPDES permit, unfunded mandates have been created that require the City to retrofit certain catch basins with trash capture devices. The City has installed four different types and watched their performance for the past 3 years. The balance of the project will install the rest of the required trash capture devices.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 34,500.00 | $ - | $ - | $ - | $ - | $ 34,500.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$34,500** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 34,500.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ 34,500.00 | $ - | $ - | $ - | $ - | $ 34,500.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 34,500.00** | $ - | $ - | $ - | $ - | **$ 34,500.00** |

CITYWIDE

# City of Indian Wells FY 2026 thru FY 2030

**Project Name** Update Master Drainage Plan

**Project #** 2023-Drain-316-004

| | | | | | |
|---|---|---|---|---|---|
| **Location** | | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | Storm Drain | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☐ New Project | ☑ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☑ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification** Total Project Cost: $ 200,000.00

The City's prior Storm Drain Master Plans were written in 1979 and updated in 1998. The proposed Citywide Storm Dran Master Plan Update is intended to be utilized as a guideline document for the identification of storm drain facilities needed to serve current and future land development projects under the City's buildout condition.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 200,000.00 | $ - | $ - | $ - | $ - | $ 200,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 200,000.00** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 200,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ 200,000.00 | $ - | $ - | $ - | $ - | $ 200,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 200,000.00** | $ - | $ - | $ - | $ - | **$ 200,000.00** |

CITYWIDE


CIP - Golf Resort

# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** IWGR Golf Cart Bridge Maintenance

**Project #** 2025-IWGR-560-6702

| | | | | | |
|---|---|---|---|---|---|
| **Location** | IW Golf Resort | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | IWGR | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

☐ New Project ☐ Continuing Project ☐ Preliminary Budget ☐ Final Budget
☐ Construction ☐ Preliminary Design ☐ Final Design ☐ Env. ROW

**Description & Justification** Total Project Cost: $ 500,000.00

The Golf Cart Bridge at the Indian Wells Golf Resort was built in approximately 1986. The bridge traverses the Whitewater Channel, connecting the Clubhouse to the courses, the Fairway Grill and the Pavilion. The bridge has been the subject of deferred maintenance, and is now ready for multiple maintenance items to be completed.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 100,000.00 | $ - | $ - | $ - | $ - | $ 100,000.00 |
| Construction | $ 400,000.00 | $ - | $ - | $ - | $ - | $ 400,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 500,000.00** | | $ - | | | **$ 500,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ 400,000.00 | $ - | $ - | $ - | $ - | $ 400,000.00 |
| Rollover | $ 100,000.00 | $ - | $ - | $ - | $ - | $ 100,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 500,000.00** | | | | | **$ 500,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** IWGR Remodel and Rehabilitation Project

**Project #**

| | | | | | |
|---|---|---|---|---|---|
| **Location** | IW Golf Resort | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | IWGR | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☑ New Project | ☐ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☑ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

**Description & Justification**

Total Project Cost: $ 13,500,000.00

The Player's Course at the Indian Wells Golf Resort was built in approximately 2007 and is now 17 years old. The course has been subject to deferred maintenance in past years. The Remodel and Rehabilitation Project seeks to rehabilitate areas such as the current irrigation system and bunkers and renovate the tees and greens that now need to be completed. This will improve playability, attract more golfers, and keep the course competitive.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ - | $ - | $ - | $ - | $ - | $ - |
| Construction | $ 13,500,000.00 | $ - | $ - | $ - | $ - | $ 13,500,000.00 |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | | | $ - | | | **$ 13,500,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ 13,500,000.00 | $ - | $ - | $ - | $ - | $ 13,500,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 13,500,000.00** | | | | | **$ 13,500,000.00** |



# City of Indian Wells

## FY 2026 thru FY 2030

**Project Name** IWGR Facility Improvements

**Project #**

| | | | | | |
|---|---|---|---|---|---|
| **Location** | IW Golf Resort | **Department** | Public Works | **Priority** | |
| **Plan Reference** | | **Contact** | Asst PW Director | **Jurisdiction** | |
| **Category** | IWGR | **Type** | | **Start Date** | |
| **City Council Goal** | | **Useful Life** | | **End Date** | |

**Status**

| | | | |
|---|---|---|---|
| ☑ New Project | ☐ Continuing Project | ☐ Preliminary Budget | ☐ Final Budget |
| ☐ Construction | ☐ Preliminary Design | ☐ Final Design | ☐ Env. ROW |

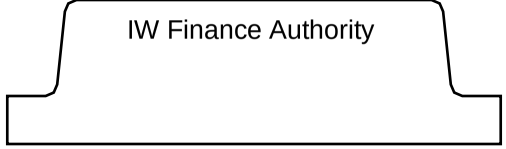
**Description & Justification** Total Project Cost: $ 500,000.00

As part of a comprehensive initiative aimed at enhancing the functionality, aesthetics, and overall guest experience at the Indian Wells Golf Resort, a series of proposed improvements is being introduced. These enhancements encompass the construction of a new banquet kitchen and upgrades to the pavilion area, which will better accommodate events and expand culinary capabilities. Furthermore, an expansion of the parking lot is proposed to address increased demand and improve accessibility for resort guests and event attendees. Additionally, a provisional allocation is recommended to support the construction of a Legacy Wall at the clubhouse, to implement a comprehensive wayfinding signage system throughout the Indian Wells Golf Resort, and to reconfigure the Pro Shop in order to provide increased retail space.

| **Expenditures** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Planning/Design | $ 400,000.00 | $ - | $ - | $ - | $ - | $ 400,000.00 |
| Construction | $ - | $ - | $ - | $ - | $ - | $ - |
| Administration/Inspection | $ - | $ - | $ - | $ - | $ - | $ - |
| Contingency | $ 100,000.00 | $ - | $ - | $ - | $ - | $ 100,000.00 |
| **TOTAL** | **$ 500,000.00** | | $ - | | | **$ 500,000.00** |

| **Funding Sources** | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | Total |
|---|---|---|---|---|---|---|
| Capital Improvement | $ - | $ - | $ - | $ - | $ - | $ - |
| Rollover | $ - | $ - | $ - | $ - | $ - | $ - |
| Golf Fund | $ 500,000.00 | $ - | $ - | $ - | $ - | $ 500,000.00 |
| | $ - | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 500,000.00** | | | | | **$ 500,000.00** |




IW Finance Authority

## Indian Wells Financing Authority

The City of Indian Wells' principal objective in issuing debt is to responsibly finance essential infrastructure and capital improvement projects while maintaining fiscal discipline, protecting long-term financial sustainability, and preserving the City's credit standing. All debt issuance activities are conducted in accordance with applicable laws, regulatory requirements, and the City's overarching commitment to sound financial governance.

The City's approach to debt management emphasizes strategic planning and prudent fiscal oversight. Debt instruments are issued only when such financing aligns with the City's long-term financial and capital planning goals. Debt obligations are managed with diligence to ensure the effective use of proceeds, timely fulfillment of debt service payments, and preservation of financial flexibility.

Debt serves as a vital and equitable financing mechanism, enabling the City to fund major capital projects that benefit current and future residents. The City evaluates debt issuance within the framework of the following guiding financial principles:

- Equity – To equitably allocate the cost of long-term capital investments over the useful life of the improvements, ensuring fairness across generations of taxpayers.

- Cost-Effectiveness – To utilize debt when it represents the most efficient and financially advantageous means of funding, thereby maximizing public resources.

- Fiscal Prudence – To assess all debt-related decisions in light of the City's current and projected financial conditions, with the objective of safeguarding the City's long-term fiscal health.

*2022 Lease Revenue Refunding Bonds*

In February 2022, the Indian Wells Financing Authority issued $13.9 million in Lease Revenue Bonds (2022 Lease Revenue Bonds) to finance capital improvements, including energy efficiency upgrades within the City of Indian Wells. The bonds, dated February 10, 2022, were issued at a premium of $1.3 million and bear interest payable semiannually on April 1 and October 1, commencing October 1, 2022. The bonds mature on October 1, 2042.

The debt service on the bonds is secured by base rental payments made by the City pursuant to a Lease Agreement dated February 1, 2022. These payments are made in exchange for the City's use and occupancy of certain real property and improvements.

As of June 30, 2025, the remaining principal balance is $12.6 million. Annual debt service requirements, including both principal and interest payments, are structured to amortize the bond obligation by the final maturity date.

| Year Ending June 30, | Principal | Interest | Total |
|---|---|---|---|
| 2026 | $ 515,000 | $ 446,800 | $ 961,800 |
| 2027 | 545,000 | 421,050 | 966,050 |
| 2028 | 570,000 | 393,800 | 963,800 |
| 2029 | 600,000 | 365,300 | 965,300 |
| 2030 | 630,000 | 335,300 | 965,300 |
| 2031-2035 | 3,605,000 | 1,216,000 | 4,821,000 |
| 2036-2040 | 4,260,000 | 557,375 | 4,817,375 |
| 2041-2042 | 1,860,000 | 70,000 | 1,930,000 |
| Total | $ 12,585,000 | $ 3,805,625 | $ 16,390,625 |

The Lease Agreement includes provisions that, in the event of default by the City, authorize the Trustee (acting as assignee of the Authority) to either terminate the Lease and seek recovery of damages or to retain the Lease and enforce the City's continued obligation to make rental payments. These remedies are consistent with standard lease revenue bond structures under California law.

*Bond Ratings*

S&P Global Ratings assigned the following ratings in connection with the 2022 Lease Revenue Bonds:

- Issuer Credit Rating (ICR) for the City of Indian Wells: 'AA' (Stable Outlook)
- Long-Term Rating on the 2022 Lease Revenue Bonds: 'AA-' (Stable Outlook)

The 'AA' ICR reflects S&P's assessment of the City's overall creditworthiness and its ability and willingness to meet financial obligations in a timely manner. This rating is not tied to any specific debt issuance.

The 'AA-' rating on the lease revenue bonds reflects one-notch downward adjustment from the ICR to account for appropriation risk associated with the lease structure. Lease payments by the City are subject to annual appropriation but are supported by a covenant to budget and appropriate such payments throughout the term of the Lease Agreement.

Additional credit factors considered by S&P include:

- The lease payments are triple-net, with the City responsible for all associated costs, including maintenance, insurance, taxes, and utilities.

- To mitigate abatement risk, the City maintains rental interruption insurance covering up to 24 months of Maximum Annual Debt Service (MADS).

- Although no Debt Service Reserve Fund was established, the April and October debt service schedule mitigates budget adoption timing risks.

- The leased property was evaluated for seismic risk and determined to have no greater than a 5% probability of sustaining 25% or more in damage over the life of the bonds.

*Use of Proceeds*

Bond proceeds were allocated to finance a portion of the costs associated with capital improvements designed to enhance energy efficiency across City facilities (the "Solar Project") as well as other infrastructure improvements deemed critical to municipal operations and service delivery.

## Initiatives

The City employs a proactive and responsible debt strategy to fund vital capital improvements that contribute to the well-being and economic vitality of the community. Current initiatives include:

- Capital Improvement Funding: Providing financial support for critical infrastructure projects, including:
    - Implementation of a Renewable Energy Generation Program aimed at enhancing sustainability and reducing long-term energy costs.
    - Upgrades to Streets and Roads to improve transportation efficiency and public safety.
    - Investment in Storm Drain Improvements to enhance flood mitigation and infrastructure resilience.
    - Modernization of Facilities and Equipment to ensure operational efficiency and support municipal services.

- Developer Fee Allocation: Leveraging developer fees as a sustainable revenue source to fund annual debt service obligations, thereby reducing reliance on general fund revenues and ensuring equitable contributions from new developments benefiting from City infrastructure investments.

Through these strategic initiatives, the City's debt management program reflects a strong commitment to fiscal responsibility, long-term financial planning, and equitable resource allocation. This approach ensures that infrastructure investments are made efficiently while safeguarding the City's financial integrity and protecting its outstanding credit quality.

## Program Staffing Allocations

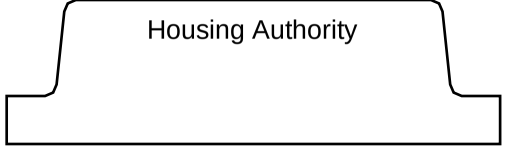
There are no staffing allocations for this program.

## Workload Activity Measures

There are no Workload Activity Measures designated for this program.

## Indian Wells Financing Authority Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **DEBT SERVICE FUND - 2022 LEASE REVENUE BONDS** | | | | | | | | |
| 4606301 531000 Professional Services | - | - | | 25,000 | 0.0% | | 25,000 | 0.0% |
| Series 2022 Arbitrage Rebate Services | | | 25,000 | | | 25,000 | | |
| 4606301 582000 Debt Interest | 522,050 | 471,600 | | 446,800 | -5.3% | | 421,100 | -5.8% |
| Series 2022 | | | 446,800 | | | 421,100 | | |
| 4606301 583000 Debt Fees | (28,605) | 5,500 | | 5,700 | 3.6% | | 5,900 | 3.5% |
| 4600000 599900 Operating Transfers Out | 4,843,037 | - | | - | 0.0% | | - | |
| **TOTAL INDIAN WELLS FINANCING AUTHORITY FUND** | **5,336,482** | **477,100** | | **477,500** | **0.000838** | | **452,000** | **-5.3%** |
| **Total Indian Wells Financing Authority** | **5,336,482** | **477,100** | | **477,500** | **0.1%** | | **452,000** | **-5.3%** |


Housing Authority

## Indian Wells Housing Authority Program

The Indian Wells Housing Authority was established with a strategic mandate to promote the retention, rehabilitation, and development of affordable housing units within the City of Indian Wells. Since its inception in 2012, the Authority has diligently reserved funds to facilitate the construction of affordable housing communities, ensuring compliance with the Regional Housing Needs Assessment (RHNA). Additionally, the Authority actively maintains reserves within the Mountain View Villas Fund and the Indian Wells Villas Fund to uphold the quality of life for residents in affordable housing communities.

Affordable housing units are designated for occupancy by households whose income levels do not exceed thresholds established annually by the U.S. Department of Housing and Urban Development (HUD). These income limits, adjusted regularly to reflect economic changes, serve as the benchmark for determining housing affordability eligibility and ensuring equitable access to housing resources.

## Program Structure

The Housing Authority administers three core programs, each designed to ensure operational efficiency, regulatory compliance, and the long-term sustainability of affordable housing in Indian Wells:

Housing Authority General Operations: This program oversees the administrative and operational functions of the Housing Authority. It manages general expenditures, including staff salaries and benefits, professional services (such as annual audits and legal counsel), insurance premiums, and contributions to homelessness prevention and assistance programs. These efforts ensure the effective governance and financial integrity of the Authority's operations.

Indian Wells Villas Fund: This fund manages the financial and operational aspects of the Indian Wells Villas, a 90-unit senior affordable housing community. Located along the north side of Highway 111 at the intersection of Village Center Drive, this project provides high-quality residential opportunities for seniors. The fund supports ongoing operations, rental income management, and capital investments to maintain the property's long-term sustainability and livability.

Mountain View Villas Fund: This fund is responsible for the Mountain View Villas, a 128-unit senior affordable housing development situated along the north side of Highway 111 at the intersection of Mountain Cove Drive. The program administers rental operations, ensures proper facility maintenance, and oversees capital improvements to maintain a high standard of living for residents.

## Initiatives

The Indian Wells Housing Authority is committed to advancing affordable housing opportunities while fostering economic stability and community well-being. The following strategic initiatives guide the Authority's priorities:

- Preserve Quality of Life for Affordable Housing Residents: Ensure that all affordable housing communities uphold high living standards, providing residents with safe, comfortable, and well-maintained environments.
- Regulatory Compliance: Maintain full compliance with Senate Bill 341 (SB 341), California Housing Law, and all relevant state and federal housing regulations.
- RHNA Compliance: Ensure adherence to the Regional Housing Needs Assessment (RHNA) mandates, supporting the City's long-term housing goals.
- Housing Element Update: Regularly update the Indian Wells Housing Element to reflect evolving demographic trends, economic changes, and state-mandated housing requirements.
- Accessory Dwelling Unit (ADU) Program Development: Establish a comprehensive program to promote the development of ADUs, increasing affordable housing opportunities while supporting responsible land use and urban development.

Through these initiatives, the Indian Wells Housing Authority remains committed to responsible fiscal management, regulatory compliance, and the development of sustainable affordable housing solutions that contribute to the City's economic vitality and enhance residents' overall quality of life.

## Program Staffing Allocations

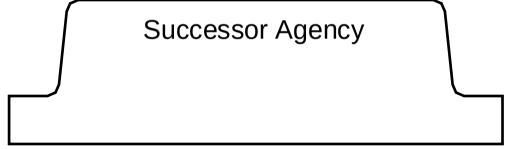
| Full Time Equivalents | FY2023/24 | FY2024/25 | FY2025/26 | FY2026/27 |
|---|---|---|---|---|
| City Manager | 0.10 | 0.05 | 0.05 | 0.05 |
| Assistant City Manager | 0.10 | 0.05 | 0.05 | 0.05 |
| Administrative Services Manager | 0.00 | 0.25 | 0.25 | 0.25 |
| Senior Management Analyst | 0.80 | 0.00 | 0.00 | 0.00 |
| City Clerk | 0.05 | 0.00 | 0.00 | 0.00 |
| Finance Director | 0.10 | 0.05 | 0.05 | 0.05 |
| Accountant | 0.05 | 0.00 | 0.00 | 0.00 |
| Accounting Technician I | 0.05 | 0.00 | 0.00 | 0.00 |
| Accounting Technician I | 0.05 | 0.00 | 0.00 | 0.00 |
| **Total Full Time Equivalents** | **1.30** | **0.40** | **0.40** | **0.40** |

## Workload Activity Measures

There are no Workload Activity Measures designated for this program.

# Indian Wells Housing Authority Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| 2564601 511000 Regular Employees | 345,262 | 84,900 | | 87,500 | 3.1% | | 83,200 | -4.9% |
| 2564601 521100 Retirement - Employer | 43,961 | 15,000 | | 15,400 | 2.7% | | 14,700 | -4.5% |
| 2564601 522000 FICA | 21,820 | 6,500 | | 6,700 | 3.1% | | 6,400 | -4.5% |
| 2564601 523000 Group Insurance | 77,461 | 15,200 | | 15,600 | 2.6% | | 14,900 | -4.5% |
| 2564601 524000 OPEB Benefit | 128,426 | 18,800 | | 19,300 | 2.7% | | 18,400 | -4.7% |
| 2564601 525100 Retirement 401A | 11,499 | 2,200 | | 2,200 | 0.0% | | 2,100 | -4.5% |
| 2564601 526000 Vehicle Allowance | 4,323 | 1,100 | | 1,100 | 0.0% | | 1,100 | 0.0% |
| 2564601 526100 Employee FICA Benefit | 13,425 | 5,400 | | 5,500 | 1.9% | | 5,300 | -3.6% |
| 2564601 526200 HRA Medical Benefit | 2,650 | 400 | | 400 | 0.0% | | 400 | 0.0% |
| **Total Salary and Benefits** | **648,827** | **149,500** | | **153,700** | 2.8% | | **146,500** | -4.7% |
| 2564601 531000 Professional Services | 369,385 | 455,000 | | 380,000 | -16.5% | | 395,900 | 4.2% |
| Audit | | | 60,000 | | | 61,800 | | |
| Legal | | | 300,000 | | | 313,500 | | |
| Legislative | | | 20,000 | | | 20,600 | | |
| 2564601 544000 Building & Grounds Maintenance | 631,890 | 166,000 | | 138,800 | -16.4% | | 132,000 | -4.9% |
| Landscape Maintenance | | | 68,800 | | | 65,400 | | |
| Solar Maintenance | | | 30,000 | | | 28,500 | | |
| LED Fixtures | | | 15,000 | | | 14,300 | | |
| ADA Maintenance | | | 25,000 | | | 23,800 | | |
| 2564601 552000 Communications | 611 | 1,000 | | 1,000 | 0.0% | | 1,000 | 0.0% |
| 2564601 555000 Professional Development | 144 | 1,000 | | 1,000 | 0.0% | | 1,000 | 0.0% |
| 2564601 558000 Insurance Expense | 301,654 | 317,916 | | 298,500 | -6.1% | | 307,500 | 3.0% |
| General Liability and Worker's Comp | | | 5,500 | | | 5,700 | | |
| Property, Earth, Flood Insurance | | | 293,000 | | | 301,800 | | |
| 2564601 559000 Miscellaneous Charges | 2,486 | 2,000 | | 2,000 | 0.0% | | 2,000 | 0.0% |
| 2564601 561000 Office Expense | 420 | 500 | | 500 | 0.0% | | 500 | 0.0% |
| 2564601 591600 Indirect Costs | 28,252 | 26,267 | | 5,800 | -77.9% | | 6,000 | 3.4% |
| 2564601 592000 Community Assistance | 250,000 | 250,000 | | 250,000 | 0.0% | | 250,000 | 0.0% |
| 2566602 599900 Operating Transfers Out | 806,269 | - | | - | | | - | |
| **TOTAL OPERATING** | **3,039,937** | **1,369,183** | | **1,231,300** | **-10.1%** | | **1,242,400** | **0.9%** |
| **TOTAL OPERATING & CAPTIAL** | **3,039,937** | **1,369,183** | | **1,231,300** | **-10.1%** | | **1,242,400** | **0.9%** |
| 2534601 509000 IW Villas Operating Cost | 1,474,689 | 817,650 | | 850,400 | 4.0% | | 884,500 | 4.0% |
| 2534601 509100 IW Villas Maintenance | - | 300,000 | | 315,000 | 5.0% | | 316,000 | 0.3% |
| 2536602 599900 Operating Transfers Out | - | - | | - | | | - | |
| **TOTAL INDIAN WELLS VILLAS FUND** | **1,474,689** | **1,117,650** | | **1,165,400** | **4.3%** | | **1,200,500** | **3.0%** |
| 2544601 509000 MV Villas Operating Cost | 1,670,223 | 1,252,350 | | 1,302,500 | 4.0% | | 1,354,600 | 4.0% |
| 2544601 509100 M V Villas Maintenance | - | 400,000 | | 411,100 | 2.8% | | 410,500 | -0.1% |
| 2546602 599900 Operating Transfers Out | - | - | | - | | | - | 0.0% |
| **TOTAL MOUNTAIN VIEW VILLAS FUND** | **1,670,223** | **1,652,350** | | **1,713,600** | **3.7%** | | **1,765,100** | **3.0%** |
| **TOTAL HOUSING AUTHORITY FUNDS** | **6,184,848** | **4,139,183** | | **4,110,300** | **-0.7%** | | **4,208,000** | **2.4%** |


Successor Agency

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

Pursuant to Assembly Bill No. 1X 26 (AB 26) and the subsequent California Supreme Court decision affirming the constitutionality of the Bill, all redevelopment agencies throughout the State of California were officially dissolved as of February 1, 2012. This dissolution included the Redevelopment Agency of the City of Indian Wells (the "Redevelopment Agency").

To ensure an orderly transition and the fulfillment of outstanding obligations, successor agencies were designated to manage the wind-down process of the former redevelopment agencies. Under AB 26, the responsibility of holding and administering the assets of a dissolved redevelopment agency was assigned to either the respective municipality or another local government entity, acting as the "Successor Agency."

On January 12, 2012, through the adoption of City Resolution No. 2012-03, the City Council of Indian Wells elected to assume the role of Successor Agency for the former Redevelopment Agency. As such, the City assumed all rights, powers, duties, and obligations previously vested in the Redevelopment Agency under the Community Redevelopment Law (Health & Safety Code, § 33000 et seq.), with certain statutory exceptions.

## Responsibilities and Oversight of the Successor Agency

The Successor Agency is responsible for administering the financial and contractual obligations of the former Redevelopment Agency, including:

- Debt Service Administration: Managing the repayment of outstanding bonded indebtedness and other enforceable financial obligations.
- Tax Increment Revenues: Overseeing the collection and allocation of incremental property tax revenues within the designated redevelopment project areas to service outstanding debt.
- Asset Liquidation: Disposing of any remaining assets of the former Redevelopment Agency in accordance with state mandates.

Property Tax Redistribution: Facilitating the redistribution of property taxes previously allocated to the former Agency to local taxing entities.

The activities of the Successor Agency are subject to oversight and approval by the Oversight Board ("Oversight Board"). The Oversight Board remains in place until all outstanding obligations are satisfied, all assets are liquidated, and all property tax revenues are redirected to local taxing entities.

## Recognized Obligation Payment Schedule (ROPS) Compliance

As required under AB 26, the Successor Agency must annually prepare a Recognized Obligation Payment Schedule ("ROPS"), which provides a detailed listing of all outstanding obligations for the forthcoming fiscal year. The ROPS is subject to the following approval process:

- Preparation and Submission – The Successor Agency compiles and submits the ROPS to the Oversight Board for review and approval.
- State Review and Compliance – Upon Oversight Board approval, the ROPS is forwarded to the California Department of Finance (DOF) for inspection and final review.
- Annual Submission Deadline – The State DOF mandates that the ROPS for the upcoming fiscal year be submitted no later than February 1.

## Successor Agency Debt

As of June 30, 2025, the Successor Agency's outstanding debt obligations totaled $55.2 million. These obligations are scheduled for full repayment by 2035, with annual principal retirements between $4.2 million and $4.7 million.

| Description | Balance at 6/30/2024 | Additions | Deletions | Balance at 6/30/2025 | Due Within One Year | Due Beyond One Year |
|---|---|---|---|---|---|---|
| **Bonds Payable:** | | | | | | |
| 2015 A Tax Allocation Bonds | 9,065,000 | - | (2,105,000) | 6,960,000 | 2,205,000 | 4,755,000 |
| 2016 A Tax Allocation Bonds | 35,475,000 | - | (1,010,000) | 34,465,000 | 1,055,000 | 33,410,000 |
| 2020 A Tax Allocation Bonds | 5,850,000 | - | (480,000) | 5,370,000 | 490,000 | 4,880,000 |
| **Subtotal** | 50,390,000 | - | (3,595,000) | 46,795,000 | 3,750,000 | 43,045,000 |
| **Add (less) deferred amounts:** | | | | | | |
| 2015 A Premium | 776,711 | | (245,276) | 531,435 | 245,276 | 286,159 |
| 2016 A Premium | 4,284,634 | - | (421,440) | 3,863,194 | 421,440 | 3,441,754 |
| **Subtotal** | 5,061,345 | - | (666,716) | 4,394,629 | 666,716 | 3,727,913 |
| **Total bonds payable** | 55,451,345 | - | (4,261,716) | 51,189,629 | 4,416,716 | 46,772,913 |

## Amount Due to City

The Successor Agency maintains outstanding obligations to the City of Indian Wells, which have been recognized as enforceable obligations by the California Department of Finance, as outlined below:

- November 8, 2013: The California Department of Finance approved Oversight Board Resolution No. 2013-05, which determined that a $1.3 million loan from the City to the former Redevelopment Agency was executed for legitimate redevelopment purposes and was therefore classified as an enforceable obligation.

- November 22, 2013: The California Department of Finance confirmed that an additional $16.4 million loan between the City and the former Redevelopment Agency met the criteria for an enforceable obligation.

Commencing in July 2021, the City's General Fund began receiving payments toward the $17.7 million in interfund loans extended to the former Redevelopment Agency. To date:

- The City has received $9.2 million in loan repayments.
- The Riverside County Oversight Board has approved an additional $3.8 million loan repayment.

**Successor Agency Loan Repayments**
**(as of June 30, 2025)**

| Fiscal Year | Original Loan Amount - General Fund Receivable | Whole Payments made to City | City 20% Contributions to the Housing Authority | Net Payments Held by the City | Status |
|---|---|---|---|---|---|
| | 17,739,192 | | | | |
| 2022 | 16,400,000 | 1,339,192 | 267,838 | 1,071,354 | Paid |
| 2023 | 14,187,226 | 2,212,774 | 442,555 | 1,770,219 | Paid |
| 2024 | 11,600,000 | 2,587,226 | 517,445 | 2,069,781 | Paid |
| 2025 | 8,500,000 | 3,100,000 | 620,000 | 2,480,000 | Paid |
| 2026 | 4,750,000 | 3,750,000 | 750,000 | 3,000,000 | Claimed |
| 2027 | 1,000,000 | 3,750,000 | 750,000 | 3,000,000 | Estimated |
| 2028 | - | 1,000,000 | 200,000 | 800,000 | Estimated |
| **Total** | | **17,739,192** | **3,547,838** | **14,191,354** | |
| Amount Paid | | 9,239,192 | 1,847,838 | 7,391,354 | |
| Remaining | | 8,500,000 | 1,700,000 | 6,800,000 | |

## Administrative Costs

The Successor Agency incurs administrative expenses associated with the dissolution and wind-down process of the former Redevelopment Agency. These costs include:

- Personnel and Salaries – Compensation for City staff assigned to Successor Agency activities.
- Technical and Professional Services – Legal, financial, and compliance advisory services.
- Operational and Support Costs – General office expenses, supplies, and other ancillary expenditures necessary for ongoing administration.

## Initiatives

The primary objective of the Successor Agency is to successfully conclude the remaining activities of the dissolved Redevelopment Agency in accordance with applicable state laws and regulatory requirements. Key initiatives include:

- Ensuring the orderly wind-down of all remaining financial obligations.
- Facilitating the continued repayment of outstanding debt obligations.
- Completing the liquidation and disposition of all remaining Redevelopment Agency assets.
- Complying with all regulatory reporting requirements, including ROPS submissions and financial disclosures.

## Program Staffing Allocations

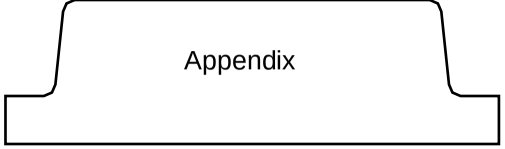
There are no staffing allocations for this program.

## Workload Activity Measures

There are no Workload Activity Measures designated for this program.

## Successor Agency Program Budget

| Account Number | FY2023/24 Year End Actual | FY2024/25 Year End Estimate | FY2025/26 Budget Detail | FY2025/26 Projected Appropriation | % change | FY2026/27 Budget Detail | FY2026/27 Projected Appropriation | % change |
|---|---|---|---|---|---|---|---|---|
| **DEBT SERVICE FUND** | | | | | | | | |
| 4536301 582000 Debt Interest | 1,579,708 | 2,131,200 | | 2,020,242 | -5.2% | | 1,783,400 | -11.7% |
| 2015 A Tax Allocation Bonds | | | 292,900 | | | 179,800 | | |
| 2016 A Tax Allocation Bonds | | | 1,563,500 | | | 1,509,400 | | |
| 2020 A Tax Allocation Bonds | | | 105,000 | | | 94,200 | | |
| 4536301 599900 Operating Transfers Out | 661,303 | - | | - | 0.0% | | - | |
| **Total Debt Service Fund** | **2,241,011** | **2,131,200** | | **2,020,242** | **-5.2%** | | **1,783,400** | **-11.7%** |
| **REDEVELOPMENT OBLIGATION RETIREMENT FUND** | | | | | | | | |
| 4566301 581100 Successor Agency Admin Fees | 240,000 | 250,000 | | 250,000 | 0.0% | | 250,000 | 0.0% |
| 4566602 599900 Operating Transfers Out | 8,401,602 | 9,200,000 | | 9,900,000 | 7.6% | | 10,197,000 | 3.0% |
| **TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUND** | **8,641,602** | **9,450,000** | | **10,150,000** | **7.4%** | | **10,447,000** | **2.9%** |
| **Total Successor Agency Program** | **10,882,613** | **11,581,200** | | **12,170,242** | **5.1%** | | **12,230,400** | **0.5%** |


Appendix

## Glossary and Acronyms

**Accountability**: The extent to which one is responsible to a higher authority, legal or organizational, for one's actions in society or within one's 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 when the liability is incurred, regardless of when it is paid.

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

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

**Ad valorem taxes:** Revenue from taxes paid on real property and personal property 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 the 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 designated for expenditure by specific organization units and specific purposes, activities, or objects.

**Amended budget:** The official budget is adopted and amended by a legislative body through the 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 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 a business, institution, or individual owns.

**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 are within 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 future date, 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 followed in the budget preparation, adoption, and administration.

**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 implementing the capital improvement program.

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

**Capital improvement program**: A plan for capital improvements to be implemented each year over a fixed period 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 specifies the total resources estimated to be available to finance the projected costs.

**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 municipality.

**City council priorities**: Formal annual priorities established by the city council in consultation with the city manager guiding the allocation of resources.

**Citywide focus areas:** Broad areas of service that align each program to a specific and tangible outcome for the community.

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

**Certificates of Participation (C.O.P):** 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 low and moderate-income persons. 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 during the fiscal year, such as disaster emergencies, federal and state mandates, revenue shortfall, or other unanticipated costs.

**Continuing appropriation:** Funds committed for the previous year's expenditure were not spent in the year of the budget but 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 can consistently exceed the customer's needs.

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

**Department:** A primary organizational unit of the city, assigned overall management responsibility for an operation or a group of related functions within an 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 the value of physical assets due to use and the passage of time due mainly to wear and tear.

**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 of development 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 future expenditures. 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 in the private sector.

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

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

**Expenses:** Decreases in total net 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 payments 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 regarding, 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, a government determines its financial position and the results of its operations.

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

**Franchise fee:** A franchise fee is charged for 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 collection 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 to carry out specific activities or attain objectives by special regulations, restrictions, or limitations.

**Fund balance:** A term used to express 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 city's primary operating fund; all revenues not allocated by law or contractual agreement to a specific fund are accounted for in the general fund. Except for subvention or grant revenues restricted for particular uses, general fund resources can be utilized for any legitimate governmental purpose.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time. They include broad guidelines for general application, detailed techniques, and policies. In addition, GAAP provides a standard by which to measure financial presentations.

**Goal:** A goal is an idea of the future or desired result that a person or group envisions, plan, and commit to achieving. People endeavor to reach goals within a finite time by setting deadlines.

**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: general funds, 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 allocations 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 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 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 concerning 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 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 instead of taxes to finance general fund expenditures.

**Ordinance:** A formal legislative enactment by the City Council. It is the full force and effect of The 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 principle.

**Preliminary budget:** A budget in its initial preparation stage before review and formulation by the formal budget-making authority. In the primary step, 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 group of activities organized to accomplish primary 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 associated with the nature of work and services performed.

**Property tax:** A limited tax levy that may be imposed for any purpose.

**Proposed budget:** The budget is formulated and presented 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 the property sold or otherwise changed in the title. The rate is proscribed by the state revenue & taxation code.

**Reserve:** That portion of a fund's balance is designated and 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 distributed by the state based on the point of sale.

**Secured property:** As the property tax is guaranteed by placing a lien on the real property, the 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 against specific properties to defray part or all the costs of a specific improvement or service deemed to benefit those parties primarily.

**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 guides a department's operations over the next two to five years.

**Strategic Initiative:** A readily measurable statement of aim or expected accomplishment within the fiscal year. A good idea of strategic initiative should imply a specific standard of performance for a given program:

- An operational objective focuses on service delivery.
- A strategic managerial 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 another level of government) are allocated to the city on a formula basis. The significant grants 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 commonly 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 estimated value results in an increase in property tax revenue known as a "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 California Health and Safety Code governs the use of tax increment revenue by Redevelopment Agencies.

**Trust & agency funds:** Also known as fiduciary fund types, these funds 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 the government for financing services performed for the common benefit. This term does not include specific charges against 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 the fund balance that is not reserved for specific purposes or obligated in any manner. Undesignated fund balance is a crucial indicator of financial health.

**Unsecured property:** As the property tax is guaranteed by placing a lien on the real property, the unsecured property is that real property in which the value of the lien is insufficient to assure payment of the property tax.

**Unsecured tax:** A tax on tangible personal property such as office furniture, equipment, and boats that are not secured by real property.

**User fees:** The payment for direct receipt of 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 |
| 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 |