

# CITY OF CATHEDRAL CITY

## 5 YEAR STRATEGIC PLAN

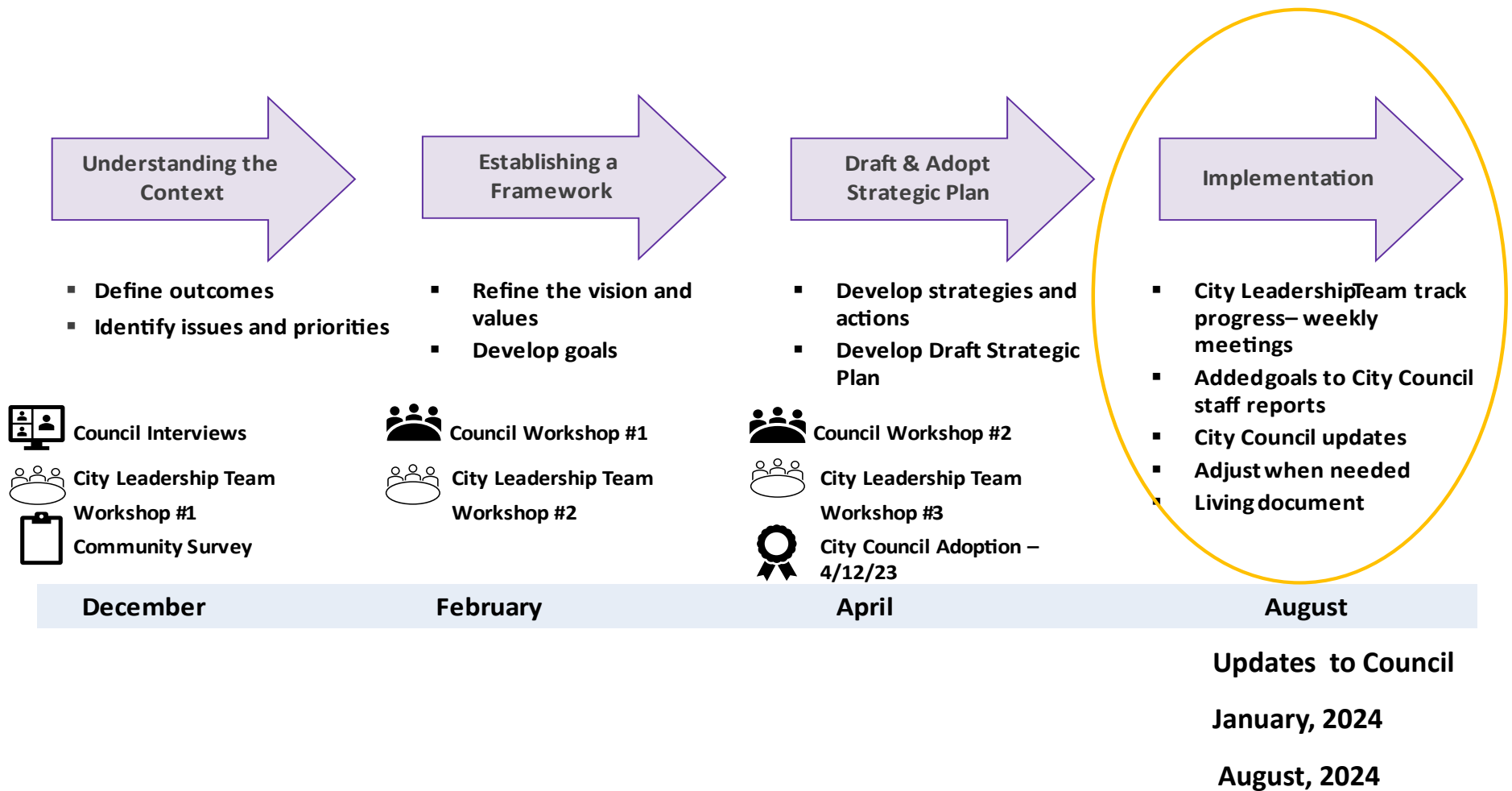


Cathedral City

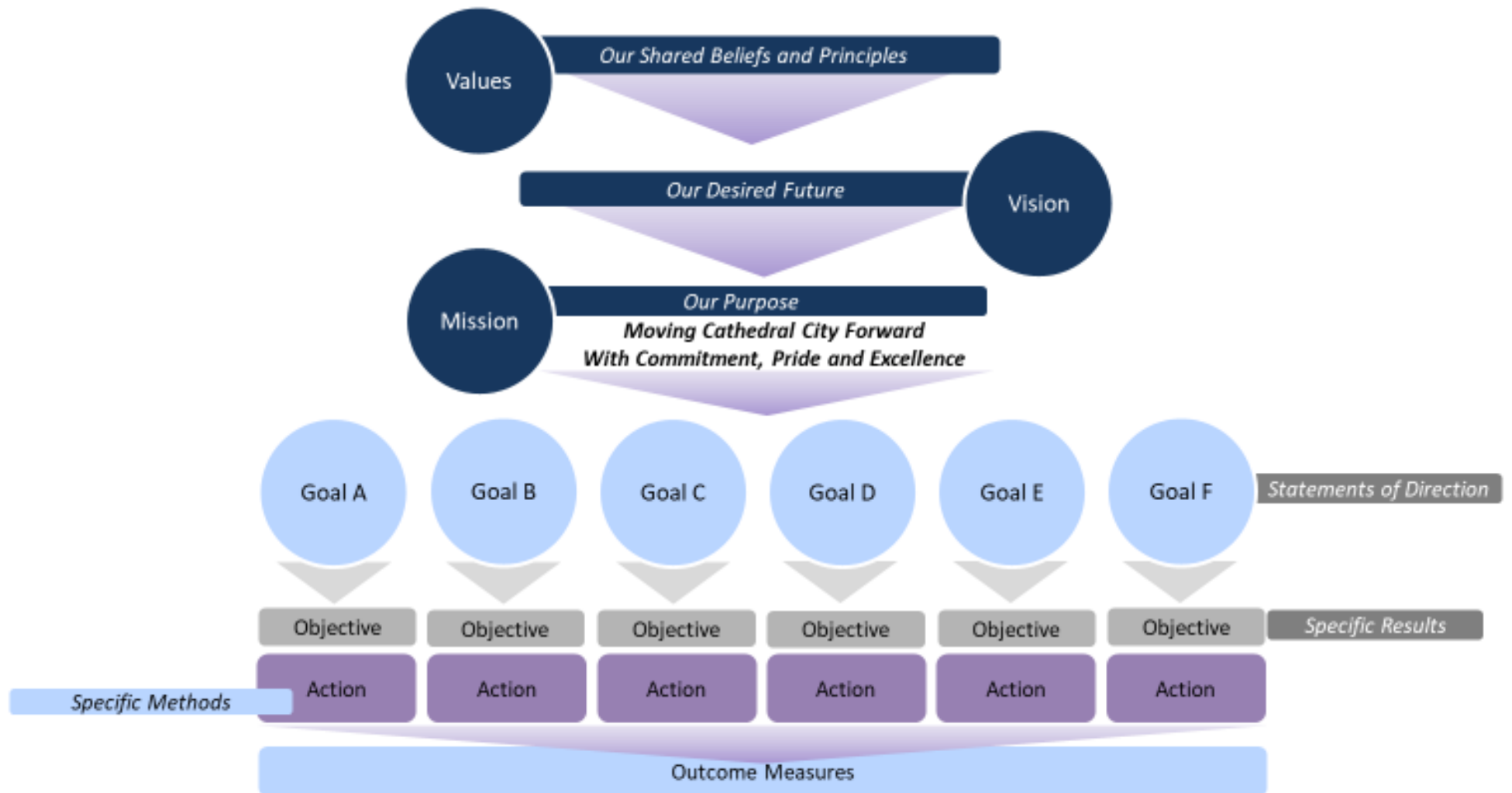
Revised and Updated  
AUGUST 14, 2024

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# Strategic Plan Overview



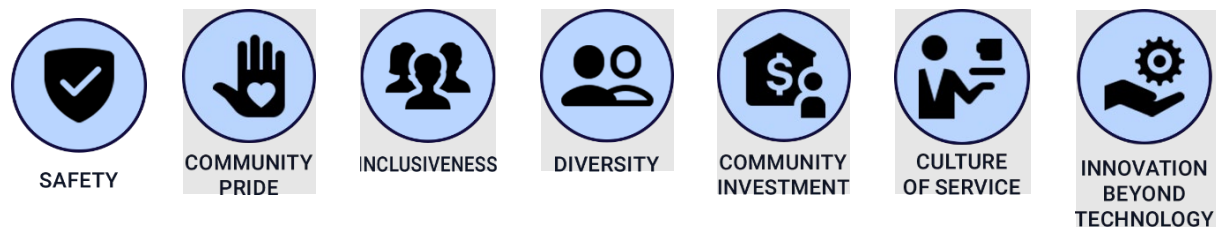
# Strategic Plan Framework



# VALUES/VISION/MISSION

The City's Values, Vision and Mission Statement create the foundation and framework for the Strategic Plan since collectively, they articulate our purpose, core beliefs and principles guiding how we serve our community, and our aspirations for the future. They also drive the Strategic Plan Matrix of Goals, Objectives, and Actions which inform department work programs and priorities.

## OUR VALUES



## OUR VISION

Cathedral City is a safe, family-oriented community that values, respects, and supports human differences and diverse perspectives. We strive to be a vibrant, progressive, enterprising, and visually attractive community. Our diverse housing options and vibrant businesses attract residents and visitors who choose Cathedral City for its culture, arts, special events, and natural resources.

# OUR MISSION

***Moving Cathedral City Forward with Commitment, Pride, and Excellence***

Creating a safe, inclusive, and progressive community

Providing quality service

Valuing fairness, balance, and trust

Building partnerships

Honoring our similarities and differences

Celebrating our independent spirit

# GOALS AND OBJECTIVES

Goals and Objectives identify key focus areas and strategies to achieve our vision, and which support and are aligned with our Mission and Values. They also represent aspirations for our community and will be used to guide and inform department work programs and priorities.



## **Goal A - SERVE THE COMMUNITY WITH PRIDE AND DEDICATION**

**Objective:** Through diversity, equity, and inclusion driven employee programs and experiences, Cathedral City is the employer of choice with a workforce that is engaged, motivated, and respected public stewards.



## **Goal D – INNOVATION**

**Objective:** Cathedral City continually focusses on improving service delivery and customer experiences by successfully leveraging technology and creative initiatives to improve public services, public safety, and stimulate economic growth.



## **Goal B - COMMUNITY INVESTMENT**

**Objective:** Cathedral City roads, gateways, public spaces, and other infrastructure are well planned, designed, constructed and maintained.



## **Goal E - SAFETY**

**Objective:** Cathedral City is safe for all who live, work, visit, and play in our community.



## **Goal C - FISCAL STABILITY AND SUSTAINABILITY**

**Objective:** Cathedral City has economically prospered by facilitating the investment of private dollars in high quality development which benefits the community. We remain financially solvent by instituting prudent fiscal policies and transparent financial practices.



## **Goal F - EMBRACING, INCLUSIVE COMMUNITY**

**Objective:** Cathedral City is valued and respected as a community that welcomes and embraces diversity, has an abundance of high quality and affordable housing options and vibrant businesses. Our neighborhoods are attractive, well-maintained, and issues surrounding homelessness have been compassionately



## Goal A - SERVE THE COMMUNITY WITH PRIDE AND DEDICATION

**Objective:** Through diversity, equity, and inclusion driven employee programs and experiences, Cathedral City is the employer of choice with a workforce that is engaged, motivated, and respected public stewards.

Action	Action Description	Year 0-1	Year 1-2	Year 2-5	Lead/Co-Lead	Support Partners
A-1	<b>Study the need to reallocate staff resources including the use of contracts</b>	X	X		CMO	All Departments
	<b>Progress</b>					
	HR reviewing vendors such as CPS, Lincoln (EAP), PERMA and others for built in resources that can minimize staff burden.					
	ACM and Development Services reviewing the need for possible contract planners to address volume of work in light of staff vacancies and capacity.					
	Finance is reviewing existing maintenance vendors to update contracts.					
	Inform the City Council of the current use of contracts.					
A-2	<b>Review Comparison data on Council salaries and the process to update if warranted</b>				CMO	



	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	City Council will come back to consider whether to propose a possible Charter amendment related to City Council salaries in the 2026 Election.	CMO/CC					
<b>A-3</b>	<b>Consider a Fire Cadet program to introduce youth to the potential for careers in fire and emergency service</b>		<b>X</b>	<b>X</b>		<b>Fire/HR</b>	
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	The Fire Department is evaluating relationships with PSUSD. Based on age group, HR will review labor laws. Fire Department will review PD's career path from cadet, explorer, recruit to permanent employment.	FIRE/HR	<p>The Fire Department has met with the career counselors at Cathedral City High School and discussed the best ways to get students to participate in a cadet/explorer program. Cathedral City High School staff believes many students would be interested in a fire department career path. The Fire Department has set up additional meetings to discuss presentations to Cathedral City High School students in early spring. The Fire Department plans to bring a plan to the City Council in July or August of 2024.</p> <p>HR update: Obtaining information from current Cadet programs (Anaheim, Pasadena, OC). Working with FD on updating the manual. Tentative completion date: Sep.</p> <p>Fire Department update: Staff have compiled an interest list and will be conducting an orientation the first week of August with interview scheduled for September and the first meeting in October or November.</p>				
<b>A-4</b>	<b>Develop and implement a professional development program to enhance career development opportunities, strengthen organizational capabilities, and increase organizational capacity</b>		<b>X</b>			<b>HR/CMO</b>	<b>All Departments</b>
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Developed IT 311 SharePoint site for self-help information, IT instructions and other information to help staff utilize the City's technology systems and tools.	IT	IT 311 completed. IT will need to provide instructions that is part of the SharePoint training.				
	Implement IT on-boarding system to help new hires do a self-service computer setup.	IT	Researching solutions.				

Provide training to staff on Office.com, OneDrive, Teams, SharePoint to increase staff’s effectiveness.	IT	IT has postponed doing a monthly “Technology Days” until additional help desk staffing is hired and EnerGov project is completed. IT may also utilize the IT311 Sharepoint site as another training resource.				
Build a system with the goal of allowing newly promoted supervisors to obtain an LCW certificate; those not in a supervisory position can obtain the certificate and use the professional certificate as credit for supervisory experience.  Ongoing - HR will continue to research programs and training opportunities. When opportunities are identified, they will be discussed with the Executive Team for feedback and buy-in.	HR/CMO	Current Programs: <ul style="list-style-type: none"><li>LCW Public Sector Employment Relations Certificate<ul style="list-style-type: none"><li>August 2024; roll out approved training courses for the 2024-2025 FY.</li><li>22 EE currently working towards the certificate.</li></ul></li><li>Municipal Management Association of Southern California (MMASC) available to employees</li><li>Ongoing</li></ul>				
Develop a Junior Engineering program to enhance professional and technical talent.	ENG/HR	The new Junior Engineer position within the engineering track program for the Engineering Division of the Public Works Department has been completed and is now advertised. Already received 9 applications for review.				
Code officers are encouraged to obtain certification through CACEO to become Certified Code Enforcement Officers.	DEV SVCS/ CODE	Ongoing. 2 officers are working on certification.				
Encourage planners to join professional memberships, attend training and conferences and continue educational experience.	DEV SVCS/ CODE	All planners are members of the American Planning Association and will be attending the annual APA conference and two planners are members of the Municipal Management Association of Southern California. Two planners have completed an Introductory CEQA course.				
Identify initiatives and establish programs which recognize and appreciate employee for performance, innovation, and efficiencies			X		CMO/HR	All Departments
Progress		Dept		Status		
<ul style="list-style-type: none"><li>Quarterly Meetings allow recognition and appreciation of employees for achievements, performance, innovation, and efficiencies.</li><li>Bi-annual recognition luncheon in honor of employees who reach milestones – 5.10.15.20.25.30.35... years of service.</li></ul>		CMO/HR		Completed and Ongoing		
Programs to recognize innovation.		CMO/HR		A formal program has not yet been implemented. In June, 2024 the Assistant City Manager, Director of Community and Economic Development and Code Enforcement Manager attended the ICMA Local		

			Government Reimagined Conference in Palm Desert which focused on AI in local government. In July, Deputy Director of Community and Economic Development and three planners attended the IPA Innovation Summit in Ontario.				
A-6	<b>Develop staff team building activities to encourage cohesion and foster a spirit of collaboration</b>				X	HR	All Departments
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	2023 – Events <ul style="list-style-type: none"> <li>• City Hall Selfie Day August 15</li> <li>• Baseball Opening Day</li> <li>• Father’s Day Paint/Lunch</li> <li>• Holiday Secret Santa/Potluck</li> <li>• Halloween Dress-up Day</li> <li>• Hispanic Heritage Month/Potluck</li> <li>• Hurricane Hilary Staff Appreciation</li> <li>• Mother’s Day Paint/Lunch</li> </ul> 2024 – Calendar of events in the works. <ul style="list-style-type: none"> <li>- Baseball Opening Grill N’ Chill Luncheon</li> <li>- Cinco De Mayo Taco Fiesta Truck</li> <li>- Mother’s Day Paint &amp; Lunch</li> <li>- Father’s Day Paint &amp; Lunch</li> <li>- Outdoor Employee Appreciation Week</li> </ul> 03/28/24 – Management Team Teambuilding event	HR/COM/CMO	Collaborating with Communications and Events				
A-7	<b>Initiate a Class and Compensation Study to benchmark and proactively identify compensation issues which impact employee retention and employee attraction</b>			X		HR	
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	RFP in the works	HR	This project was temporarily on hold due to Hurricane Hillary. Staff will finalize the RFP and wait for approval to release it. Will include in the next biennial budget.				
A-8	<b>Implement the Strategic Plan by ensuring department work programs include initiatives which achieve Strategic Plan Actions</b>		X	X	X	CMO	All Departments

	and regularly review progress and accomplishments at City Manager Department Head Meetings						
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Bi-annual updates to the City Council	CMO	Provided City Council update on 8/23/23, 1/27/24 and 2/14/2024. Next update scheduled for 8/14/24.				
<b>A-9</b>	<b>Include Community Satisfaction Survey in future budget to monitor community support and satisfaction of Strategic Plan outcomes and to objectively gather community opinions, preferences, and satisfaction of city services</b>			<b>X</b>	<b>✗</b>	<b>CMO</b>	
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Community Satisfaction Survey.	CMO	This will be included in the next biennial budget to be conducted prior to the 2026 strategic planning workshop.				
<b>A-10</b>	<b>Prepare a study session update on previous Council Adopted Goals over the past 5 years.</b>		<b>X</b>				
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Staff to research prior goal setting documents and provide to the City Council for review and discussion.	CMO	Staff will complete this review and will bring it to the City Council for discussion in the fall.				

- Actions listed in **blue** are City Council strategic priorities.
- **Items delayed due to Tropical Storm Hilary**



## Goal B - COMMUNITY INVESTMENT

**Objective:** Cathedral City roads, gateways, public spaces, and other infrastructure are well planned, designed, constructed and maintained.

Action	Action Description	Year 0-1	Year 1-2	Year 2-5	Lead/Co-Lead	Support Partners
B-1	Develop an Electric Vehicle transition plan to comply with upcoming state mandate and include consideration of providing publicly accessible charging stations	X	X		PW/Engin	Finance
	<b>Progress</b> The Electric Vehicle Transition Plan will be included as an Element within the Climate Action Plan. The city is working with CVAG and other Coachella Valley Cities during the development process.	<b>Dept</b> PW		<b>Status</b> The Coachella Valley Association of Governments (CVAG), in partnership with the Western Riverside Council of Governments and the San Bernardino Council of Governments, is currently working on a Comprehensive Climate Action Plan (CCAP) for the region. This initiative is funded through the EPA's Climate Pollution Reduction Grant (CPRG) Program. The CCAP will feature a dedicated chapter for each city within the region, covering topics such as Greenhouse Gas Inventory, reduction measures and a regional electric vehicle plan. Staff will use this opportunity to see how much of a base document is created out of this effort. Once reviewed, staff is looking to hire the same consultant to complete a more comprehensive plan for the city to update the current city's 2013 Climate Action Plan to include a substantive Electric Vehicle Transition Plan as well.		
B-2	Develop an entryway, medians, and lighting master plan to provide appealing gateways to the City.		X	X	PW/Engin	Econ Dev/Dev Svcs
	<b>Progress</b> Engineering and Public Works is developing an RFP that will aim to create visually appealing gateway entrances to the city.	<b>Dept</b> PW		<b>Status</b> Mayor Pro Tem Ross and a subcommittee of the Public Arts Commission have developed a proposal for entryway signs that will be presented to the City Council for consideration in September, 2024. Public Works is working on getting a rough scope of pricing. Prior to the Mayor Pro Tem's project, staff had intended to issue an RFP for this project, however due to Tropical Storm Hillary expenditures, the Public Works Maintenance and		

			Engineering proposed General Fund expenditures for this year were reviewed and this item was deferred. Staff will look to restore budget for the project, if needed in the next budget cycle.				
<b>B-3</b>	<b>Develop and implement a wilderness trail plan</b>			<b>X</b>	<b>X</b>	<b>PW/Engin/ Dev Svcs</b>	
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	RFP will be initiated by Public Works. (Engineering and Public Works Maintenance jointly).	PW	Engineering and Public Works Maintenance were initiating the RFPs for this item for advertisement in September. The RFP will provide a module with signage, access points and identify the infrastructure needed to complete. Due to Tropical Storm Hillary expenditures, the Public Works Maintenance and Engineering proposed General Fund expenditures for this year were reviewed and this item was deferred. Staff will review restoring this project in the next biennial budget.				
<b>B-4</b>	<b>Complete a dog park in the southern part of the City</b>		<b>X</b>	<b>X</b>		<b>PW/Engin</b>	
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Complete the design of the Downtown Dog Park and seek funding for construction.	ENG	The City Council approved the contract for the design consultant to start the construction plans for this project. The consultant has evaluated the existing restroom facilities and provided a cost evaluation to either remodel of raze and reconstruct. After staff's evaluation of the costs, the structure did not merit the cost of remodeling as opposed to constructing a new structure. Additionally, constructing a new restroom structure provided an opportunity for placement of restroom facilities in a significantly better location on the project site. The consultant has been working on the plans for this new location and the respective costs for the project. A presentation will be provided to the City Council on this project's progress in September.				
<b>B-5</b>	<b>Improve and expand Chuperosa Lane to become a point of pride in Cathedral City</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>Econ Dev</b>	<b>PW/Engin/ Dev Svcs</b>
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				

	The City Council supported implementing the August 24, 2023, M.I.G. Consulting Art Walk Conceptual Design-“Preferred Design Concept” during the October 25 <sup>th</sup> Study Session.	ECON DEV	The Chuperosa Lane road has been cleared and graded. Public Works will routinely maintain. Public Works/Engineering is researching the steps necessary to eliminate vehicular traffic on some portions of Chuperosa Lane and to identify smaller financial steps the City can take to incrementally improve the project area.			
	Implement elements of the Chuperosa Lane plan as funding is identified or development occurs	ECON DEV/PW	Small projects have been identified to be considered for use by Council district improvement funds. Additional community engagement should be undertaken before implementing proposed improvements.			
<b>B-6</b>	<b>Maximize the use of existing resources to include underutilized parks and the library to support goals with the budget we have</b>		<b>X</b>		<b>CMO</b>	<b>PW/Engin</b>
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>			
	Explore expanded uses for the library building.	CMO	Updated Library lease agreement; continue to identify what space needs exist for the library’s use and what space could be utilized for other purposes. The Public Arts Commission has partnered with the library to conduct quarterly art exhibits, starting May 2024. The next scheduled exhibits are scheduled for August 24-25 and November 9-10. The City, in partnership with Riverside County established a cooling center at the library, starting on June 1.			
<b>B-7</b>	<b>Communicate with residents to move parked vehicles on street sweeping day</b>		<b>X</b>		<b>COM</b>	<b>PW/Engin</b>
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>			
	Met with Public Works about messaging and ways staff can communicate about street sweeping day. This will include the website, social media and potentially video production.	COM	IT, Communications, Public Works Maintenance, and PD have been working on this project and meetings have ramped up in the past few months. This should be rolled out sometime in 2024, as staff will have finished demos from multiple platforms to help with messaging related to street sweeping and other necessary communications with our residents.			
	Review reverse 911/text messaging systems to communicate to residents.	COM/IT /CMO	Staff has completed seeing demos with three companies in December 2023 and January 2024. Selected CodeRed solution was ordered in July 2024. Staff are working on the roll-out schedule for the late summer. Implementation kick-off meeting was July 29 <sup>th</sup> .			
<b>B-8</b>	<b>Improve pedestrian access to parks through the use of crosswalks and sidewalk improvements</b>		<b>X</b>	<b>X</b>	<b>PW/Engin</b>	
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>			

	Funding for this effort was provided in the recent budget over a five-year period.	PW	Engineering and Public Works Maintenance were initiating the field visits and identification of the locations for the new additional crossings. Due to Tropical Storm Hillary expenditures, the Parks Maintenance Improvement Program General Fund expenditures for this year were reviewed and this overall item was, at that time deferred.  Completed: Engineering and Public Works Maintenance installed a crosswalk at Panorama Park (Avenida Maravilla and Jarana Rd) which was funded using City Council Member Gregory’s District Funds.				
	Other Council Member District Improvement Fund projects	PW	Councilmember Lamb: The Van Fleet Basketball Court renovation of surfacing and replacement of backboard net and bench project is completed.  Mayor Carnevale: The Century Park Baseball Field Renovation to replace the backstop, install bleachers, increase the size of the baseball infield, project is completed.  The Assistant City Manager Ambrose and the Public Works Director Corella are scheduling meetings with each Council Member individually to discuss potential projects for their districts (city) for this upcoming FY cycle.				
B-9	Improve wayfinding signage to direct visitors to destinations in the community			X		COM	PW/Engin/ Dev Svcs/Econ Dev
	Progress	Dept	Status				
	Stripped the old/washed out banners along Avenida Lalo Guerrero and met with a company who designs wayfinding signage to improve/refresh the current look and enhance the City's image. Installed new wayfinding signage in the Community Amphitheater to attract greater attention to restroom and concession areas.	COM	New colorful banners were installed along Avenida Lalo Guerrero in 2024 and Communications & Events is leading the effort on proposals for new wayfinding signage and refurbishment of current signage at key entry points throughout Cathedral City to be included in the next biennial budget. Presentation to Council scheduled for August 14.				
B-10	Develop a traffic calming plan with strategies for addressing location specific speeding issues		X	X		PW/Engin	PD/Fire/Transit Agency
	Progress	Dept	Status				



	An internal Traffic Calming Team is being assembled with Engineering, Public Works Maintenance and Police personnel to first identify equipment needs for the Traffic Calming trailer. Additionally, streets that staff have received complaints about are now accumulated on a spreadsheet in order to proceed with the target areas.	ENG/PW/ PD	The Traffic Calming Committee has procured all the necessary traffic calming trailer equipment for initiating temporary traffic calming efforts on individual street sections. During June and July 2024, the traffic-calming trailer was placed at Whispering Palms Trail, between Ramon Rd and Baristo Road. Staff found a variation of the data from the initial radar data vs. the traffic calming trailer radar data. Staff is retaking data at this time to complete a calibration for each device.				
			The Traffic Calming Committee is also working with the police department's traffic enforcement division in its efforts.				
			The queue for the next streets to receive the traffic calming trailer has been established with over 8 street section locations in line for evaluation.				
	Implement traffic calming plan	ENG/PW/ PD	The City's Traffic Calming Policy is under modification at this time and will be presented as a Study Session item to the City Council in the Fall.				
			The Police Department initiation of motor patrol traffic speed enforcement citywide has made a marked impact on speeding within the city.				
B-11	City Council to support a measure to provide funding for parks and recreation services through the DRD and other resident priorities including streets and enhanced Fire Department services		X			CMO/ Finance	PW/Engin
	Progress	Dept	Status				
	City Manager created a Resident Study Committee.	CMO	The City Manager facilitated four meetings with the Resident Study Committee. Presentations were also made by Finance, Public Works, and Fire. The Committee’s recommendations were presented to the City Council on 1/24/24. The City Manager briefed the City’s Finance Advisory Committee and met again with the Resident Study Committee on June 6 to discuss the City’s current financial projections.				
	Create proposed ballot language	CMO	City Council voted at the July 24, 2024, City Council meeting to place a question on the ballot for a ½ cent sales tax.				
	Consult with DRD to see what they would do to make fields accessible to T-ball	CMO	To discuss with DRD.				

<b>B-12</b>	<b>Complete construction of Esperanza Park - 2025</b>		<b>X</b>	<b>X</b>		<b>PW/Engin</b>	
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Secure funding for the construction not covered by the grant.	ENG/PW	<p>The City Council authorized an additional \$2,481,211 from the General Fund and \$108,000 from the Environmental Conservation Fund, which fully funds this project.</p> <p>Esperanza Park Groundbreaking Event was held on April 4, 2024, and construction is well underway. An update on this project's progress will be provided to the City Council at a Study Session in September.</p> <p>Staff submitted a grant application for an Art in California Parks state grant for funds to do a public art project and community celebration after the opening of the park. Staff anticipates hearing in September whether they were awarded a grant.</p>				
<b>B-13</b>	<b>Explore providing a General Fund Capital Projects Fund as part of development of the next Biennial Budget</b>		<b>X</b>			<b>Finance/ PW/Engin</b>	<b>Facilities</b>
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	General Fund reserves were included in the FY 2023-2024 budget to address community concerns for the condition of the City's roadways.	PW	Even though the General Fund budget Maintenance of Effort was increased by \$1.1M for FY 2023/24 to make additional investment in roadway improvements, these projects have essentially been redirected and/or deferred because of the budget adjustments made for Tropical Storm Hillary restorations and repairs. Public Works made a presentation to the City Manager's Citizen Advisory Committee to show the current shortfall in City roadway maintenance funds.				
		FIN	Utilizing Fund 331 for the Capital Projects Fund and adding links to Match Funds (General and Special) for comprehensive picture of funding sources and expense categories.				
	Successfully pass a ballot measure to provide additional funding for roads projects/PMP implementation.	CMO	City Council voted at the July 24, 2024, City Council meeting to place a question on the ballot for a ½ cent sales tax.				
<b>B-14</b>	<b>Implement Recommendations of Facilities Master Plan</b>			<b>X</b>		<b>Facilities</b>	<b>PW/Engin/Finance</b>
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Consultant hired and conducted an assessment.	FIN/FAC	MAAS Companies delivered the Facilities Master Plan, Phase I with a Facilities Condition Assessment (FCA). Funding requests for Phase I recommendations will be included in the next biennial budget.				

	Initiate Phase 2		Will include in the next biennial budget.			
<b>B-15</b>	<b>Develop a 5-Year pavement maintenance strategy and funding plan to achieve a citywide Pavement Quality Index that ranks in the Top 3 of Coachella Valley cities.</b>	<b>X</b>			<b>PW/Engin</b>	<b>Finance</b>
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>			
	Engineering staff has presented the Pavement Management Program (PMP) to the City Council at a Study Session in June. Staff has received training on the software in late July and is working through internal implementation of the Program.	ENG	<p>Staff had completed the training on the PMP software. As a result of Tropical Storm Hillary, and the necessary restorations that needed to be made, the PMP was rerun to include recent improvements and what was needed to be included in this fiscal year budget.</p> <p>Funding needs are identified in the Resident Study Committee report. Additionally, the PMP will be referenced when identifying future pavement improvement projects.</p>			
<b>B-16</b>	<b>Develop and Implement Fleet Management policies to establish vehicle replacements and utilization standards</b>	<b>X</b>			<b>PW/Engin</b>	<b>PD/Fire/Finance</b>
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>			
	Public Works Maintenance, through the Fleet Coordinator have initiated the start of the Fleet Management Program, focusing on the fleet maintenance itself, servicing pool, departments, police, and fire vehicles.	PW	<p>The Fleet Coordinator has submitted the draft of the Fleet Management Program document that will integrate service. The Fleet Coordinator is also updating the vehicle replacement vehicle module to the above cited document. The document is under review by the Public Works and Financial Services Departments.</p>			

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- **Items delayed due to Tropical Storm Hilary**



## Goal C - FISCAL STABILITY AND SUSTAINABILITY

**Objective:** Cathedral City has economically prospered by facilitating the investment of private dollars in high quality development which benefits the community. We remain financially solvent by instituting prudent fiscal policies and transparent financial practices.

Action	Action Description	Year 0-1	Year 1-2	Year 2-5	Lead/Co-Lead	Support Partners
C-1	<b>Implement improvements to purchasing practices and procedures to align with procurement code requirements</b>		X		Finance	
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		
	Internal First Draft Procurement Checklist and Update to MC Chapter 3.	FIN		Ongoing -- Developed initial plan, briefed City Council at the Study Session meeting on 11/29/2023, reorganizing Financial Services staff functions, filled vacant position FY 2023/2024, 3rd quarter and implemented Procurement Officer position in FY 2024/2025 to now having a proactive procurement agent.		
C-2	<b>Help Councilmembers implement ideas to utilize district improvement budgets</b>	X			CMO	Finance
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		
	The City Council was provided a list of suggested district projects.	CMO		Individual Councilmember's will work through the City Manager to facilitate the use of district funds. PW Director and ACM are scheduling individual meetings with each Councilmember to discuss potential projects for their districts.		
C-3	<b>Consider acquisition of an underutilized site on Cathedral Canyon and work to activate the site</b>	X	X		Econ Dev	Finance/Dev Svcs
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		
	Economic Development researched and identified the new owner. After speaking to the Economic Development Department about zoning and potential uses, the owner is open to selling to the City.	ECON DEV		Ongoing. Economic Development was working with the property owner's broker (and real estate developer) to identify financially viable development uses. City acquisition is likely on hold due to the financial impacts of Tropical Storm Hilary.		
C-4	<b>Allocate resources necessary to achieve the Council's Goals and Vision</b>	X	X	X	CMO	All Departments
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		

		FIN/ CMO	Funding in the biennial budget provided funding for many of the strategic plan initiatives. Some initiatives have been delayed due to Tropical Storm Hilary. Any budget amendments will be brought to the City Council for authorization following the 1/27/24 workshop. FY 2024/2025 additional items will be presented to City Council at the 11/13/2024 meeting. Additional items will need to be considered in the FY 2025/2026 and 2026/2027 biennial budget.				
C-5	<b>Evaluate data and work with CVEP to identify holes in the local economy and develop plans to address</b>			X		Econ Dev	
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Economic Development continues working with CVEP to identify and fill informational gaps.	ECON DEV	In process. Econ Dev has utilized CVEP Analytics to assist with preparing for ICSC, projects, and other presentations.				
C-6	<b>Update the Thousand Palms Fiscal Analysis</b>		X			Dev Svcs	All Departments
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Complete. Study presented to Council in April 2024.	DEV SVCS/ PLN	Following the presentation of the updated study to Council in April 2024, interim updates on any changes in conditions will be brought back to Council for informational purposes on a semi-annual basis.				
C-7	<b>Upon completion of EnerGov Implementation, create an updated Development Resources Guide</b>			X		Econ Dev	Dev Svcs/PW Engin/Fire
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Draft Development Resources Guide	DEV SVCS/ PLN	The Development Resource Guide is on hold until EnerGov and the CSS are fully deployed. Once they are, staff will create informational guides on how to initiate a process through CSS and a more comprehensive guide containing process workflows and submittal checklists for the most common application processes.				
C-8	<b>Implement a private development entitlement and plan review system which is predictable, streamlines internal intake and review processes, and creates applicant experiences which are facilitative vs regulatory</b>		X			Dev Svcs/PW/ Engin	Fire/Econ Dev
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Regular meetings are held within the Planning Division to track projects under review for land use entitlements and those in	DEV SVCS/ PLN/ENG	Ongoing. The City Council approved an Engineering Development Consultant to assist the Director with the flow of work through the				

plan check. Applications are being updated including submittal requirements.		Engineering Division. Review and pass back times have been reduced significantly. An Engineering development project status list has been developed and implemented. The Consultant and City Staff are coordinating standard plan submittal formats and standards for developing conditions of approval.
The Development Services Committee (DSC) meets regularly to discuss projects under review and in plan check, and to schedule projects for Architectural Review Committee and Planning Commission.	DEV SVCS/ PLN/ENG	<p>Several steps towards the creation of a facilitative development review process:</p> <ul style="list-style-type: none"> <li>• The DSC meetings are now held bi-weekly.</li> <li>• New projects are introduced to the DSC for high-level discussion with subsequent transmittal of plans to the DSC members.</li> <li>• DSC members present new topics/issues for the group to discuss/resolve, i.e. Issues that arise during construction, new processes to facilitate plan checking, etc.</li> <li>• Post-entitlement phase permits are coordinated in DSC to ensure consistency with conditions of approval and entitlement documents.</li> <li>• DSC agendas and project transmittals are in SharePoint so that DSC members can readily access this information and add topics to agendas.</li> <li>• Engineering's plan check review log is shared via SharePoint providing for a more integrated plan check review across Divisions.</li> <li>• IT created a new SharePoint access that can be shared with consultants outside of the City's network.</li> </ul>
Internal operations are continually evaluated to create efficiencies.	DEV SVCS	<p>OTC Thursdays! was implemented. Every Thursday afternoon planning and building staff reviews and permits simple building permits, such as walls, pools, and generators.</p> <p>To streamline permitting of walls, pools, patios and generators, planning cross trained Building counter staff on zoning review of these simple permits and Building now provides a one stop review and permit issuance of these simple permits.</p>

	Energov EPL software implementation	DEV SVCS	<p>Building and Safety is currently 85% digital utilizing the EnerGov Enterprise software in association with Bluebeam plan checking software. This integration enables the public to submit plans digitally. Once received, staff can send to any department for review with the click of a button. This integration also supports markups, corrections and resubmittals of plan sets. The city is currently offering 67 permit types on-line along with 28 planning applications. A fraction of these permits are “expedited.” These permits are typically approved and issued the same day, if not within minutes or hours of submittal.</p> <p>Online inspection requests went live in mid-July. This addition of online service allows permit holders to request, cancel, check status and or reschedule inspections online. The inspections are sent to our inspector’s iPads in the field in live time and when an inspection is finalized, staff and citizens will see the updates immediately when accessing the record.</p>				
	The Engineering Division is working in conjunction with the Development Services Department to make the development process predictable, including actively participating in the DSC meeting.	ENG	See C-12 above. The City Council approved an Engineering Development Consultant to assist the Director with the flow of work through the Engineering Division. Review and pass back times have been reduced significantly. An Engineering development project status list has been developed and implemented. The Consultant and City Staff are coordinating standard plan submittal formats and standards for developing conditions of approval.				
C-9	<b>Procure additional professional service contracts to increase staff capacity related to private development plan review, building plan review and inspections, capital project delivery, and land use planning to ensure required city services are performed based upon applicant need vs staff availability</b>		X			PW/Engin/Dev Svcs	
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Based on staff capacity and to facilitate development several contracts have been entered into.	DEV SVCS/ CODE	Dev Services is currently contracting with five planning and environmental consulting firms for on-call services and a new contract with HR Green for building plan check and inspection services has been executed. It is currently anticipated that HR Green will be providing a full-				

			time building inspector for the duration of the FY 24/25 fiscal year to meet building inspection demand.				
	PWs (both Engineering and Public Works Maintenance) have been hiring additional services to assist staff where skill set, efficiency and economically it makes sense for staff to seek support.	PW	With the support of the City Council, Public Works has been able to hire consultants that fill specialized needs and departmental staff vacancies. Staff is continually monitoring the need for existing consulting services to see if Staff can complete the tasks in house or more effectively utilize consultants.				
C-10	Establish a Risk Management Program focused on claims reduction and minimizing litigation exposure by informing, engaging, training, and educating operations staff			X		Finance	All Departments
	Progress	Dept	Status				
	Risk Management Analyst started October 15, 2023. Incumbent was Payroll Coordinator. Recruiting for Payroll replacement ongoing with projected start date of April 1, 2024.	FIN/HR	Hired Risk Management Analyst, developed a draft infrastructure plan, briefed City Council study session January 10, 2024, implementing updated and new processes and plans in FY 2024/2025.				
C-11	Continually review and streamline internal financial policies, procedures, and practices to remove unnecessary controls without sacrificing accountability and transparency		X	X	X	Finance	CMO/City Attorney
	Progress	Dept	Status				
	Monthly review of department task list to ensure adequate backup capabilities and separation of duties.	FIN	Updating 2009 Policy and Procedures Manual. Provided updated draft processes and policies to auditors in May 2024. Final document to be provided at the close of fiscal year 2023/2024 financial statements in December 2024.				
C-12	Initiate a Small Business Roundtable or industry specific taskforces to identify needs and support strategies		X	X		Econ Dev	
	Progress	Dept	Status				
	Identifying and engaging individuals interested in collaboration, best-practice sharing, and community building. Working with and supporting existing associations (e.g., auto center).	ECON DEV	Already implementing. Economic Development identified material problems for the Auto Center (unhoused criminal vagrancy, roadway condition of East Palm Canyon, failing digital reader boards, and no U.S. Mail service) and has worked with other city departments (e.g., Engineering and Police) to address. Economic Development hosted (i) the first meeting of the restaurant and hospitality association and is working to increase membership and participation and (ii) is building a Mission Plaza/Hampton Inn business community watch group.				



		<p>Director of Community and Economic Development and Assistant City Manager have met with numerous developers to identify barriers to development in Cathedral City. In July, 2024 staff met with representatives from CV CAN, a cannabis business advocacy organization to discuss ways to support the cannabis industry. Staff are working with two auto dealerships to retain their business in Cathedral City. Efforts will increase with the hiring of the new Economic Development Manager and Analyst.</p>
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- Actions listed in **blue** are City Council strategic priorities.
- **Items delayed due to Tropical Storm Hilary**



## Goal D – INNOVATION

**Objective:** Cathedral City continually focusses on improving service delivery and customer experiences by successfully leveraging technology and creative initiatives to improve public services, public safety, and stimulate economic growth.

Action	Action Description	Year 0-1	Year 1-2	Year 2-5	Lead/Co-Lead	Support Partners
D-1	Develop and adopt an Information Technology Master Plan including consideration of providing public Wi-Fi access in parks	X	X		IT	All Departments
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>			
	IT Master Plan: Contracted with ClientFirst.	CMO/IT	Assessments and documents completed. Presented to Council on July 24, 2024.			
D-2	Complete and improve the installation of the Tyler EnerGov software to automate, improve and streamline the plan review, permitting and inspection processes	X			CMO	IT/Dev Svcs/Finance/PW/Engin
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>			
	Created new implementation team, led by Enterprise Systems Analyst Matthew Levy and subject matter experts (SME) from planning, building, engineering, fire, and finance. Completion is slated for August 2024.	CMO/ IT /BLDG	<ul style="list-style-type: none"> <li>• <b>City Wide E-Plan Checking (Bluebeam Software integrated with EPL)</b> <ul style="list-style-type: none"> <li>▪ All plans must be submitted online via the customer service portal.</li> </ul> </li> <li>• <b>City Wide Online Inspection Requests</b> <ul style="list-style-type: none"> <li>▪ Online inspection requests went live in July.</li> </ul> </li> <li>• <b>Integrated Payment Processing (EPL and Merchant Processor) and City Processing Fees</b> <ul style="list-style-type: none"> <li>▪ Setup Software integrated Credit Card terminals to add processing fees charged to our customers</li> </ul> </li> <li>• <b>Over 67 permits and 28 planning applications all available in our online portal 24/7/365.</b></li> </ul>			

				<ul style="list-style-type: none"><li>▪ In the past 6 months, staff have worked to recreate a full software system with the correct configurations to launch them online</li><li>• <b>Public Kiosks available with paper scanning ability (3 total – CH, FD, PD)</b><ul style="list-style-type: none"><li>▪ Fully functional public Kiosks with specialty kiosk software to purge all user data after each use</li></ul></li><li>• <b>Business Licensing / Short Term Rental License / Renewable Permits (Licenses)</b><ul style="list-style-type: none"><li>▪ By August 1<sup>st</sup> 2024, Business Licenses will be able to be renewed online</li><li>▪ All new Licenses can be applied for online</li></ul></li><li>• <b>Integrated Tax Remittance Integration (Work in progress)</b><ul style="list-style-type: none"><li>▪ Staff are working to get our Tax remittance configured, setup and tested within our EPL software</li><li>▪ Staff need some more time, but hope to get it working by October 2024</li></ul></li><li>• <b>Rapid Permit Issuance and Solar Permitting</b><ul style="list-style-type: none"><li>▪ Staff were able to design a new set of permits that are expedited in nature and with a click of a button, staff can issue a permit, email it to the applicant, update the record, and attach the permit in the online portal</li><li>▪ Staff integrated Solar App+ and now are averaging same day solar permit issuance (Used to take 2-6 weeks)</li></ul></li></ul>		
D-3	Work with operations staff to identify, implement and support the implementation of technology solutions to bolster IT security and improve operational, analytical, and management functions	X	X	X	IT	All Departments
	Progress	Dept	Status			

City Clerk: City Council Agenda Management, Voting System, Video Streaming Replacement (Approved Budget): The current Agenda Management/Voting System platform is no longer being supported, a new program needs to be implemented.	IT/CITY CLERK	Currently in Progress. In the final stage of implementation. The program went live in April of 2024 and currently in the process of finalizing templates and final edits.				
City Clerk: Committee Management Program (This is part of the Granicus Suite and was approved in the Budget). This platform will automate the management of the Commissions/Committees and the application process.	IT/CITY CLERK	Currently in Progress. Expected to be complete September 1, 2024.				
City Clerk: Electronic Filing of Fair Political Practices Forms. Currently the FPPC has a platform for individuals that are 87200 filers (Elected Officials, Planning Commission, City Manager and City Attorney). Staff is reviewing options to implement a platform for the electronic filing of FPPC Forms required to be filed with the City Clerk’s Office including the 700 Form for City Council identified staff.	IT/CITY CLERK	Staff is reviewing available applications to see which one would be best suited for the needs of the City and then will evaluate if it makes financial sense.				
Fuel Management Software Implementation.	FIN/PW/IT	Effective July 1, 2024, Finance and Fleet (with IT and Tyler support) implemented the Fuel Management software interface to the Tyler Munis Enterprise Asset Management (EAM) module. More than 140 City Hall, Fire, Police and Public Works assets using purchased fuel at the Public Works yard and the central Fire Station have been incorporated into this City-wide implementation. As a result, Finance will be able to provide more accurate accounting in the FY 2024/2025 financial system/statements.				
Continue utilizing/training staff on Office 365 to provide cloud storage, cloud email system, online collaboration, conferencing, instant messaging, and new office versions. Enhance management and security of Office 365.	IT	IT will be doing a monthly technology day to provide training to staff on Office 365 and other technology tools. This is currently postponed and waiting for extra staffing.				
Improve workforce mobility and efficiency by utilizing and supporting advanced mobile devices		X	X	X	IT	All Departments
Progress	Dept	Status				
Some devices have been deployed in the field.	IT	iPads are being utilized by Public Works in the field. EnerGov implementation will further the use of mobile devices for inspections. Off-site employees can enter time through mobile devices. IT is working with Verizon Wireless on connectivity issues throughout the city.				

D-5	Leverage technology to increase and improve online services, improve access to public information, and improve city capabilities to monitor, automate, and manage operational data remotely	X	X	X	IT	All Departments
	Progress	Dept	Status			
	Upgrade and redesign Cathedralcity.gov website (Approved Budget)	IT/COM	Currently in progress.			
D-6	Review broadband solutions to create economic development incentives and opportunities and improve the accessibility and affordability of reliable high-speed internet services		X	X	IT/CMO	PW/Engin/Facilities/ Econ Dev
	Progress	Dept	Status			
	SIFI.	ECON DEV/IT/ PW	SiFi was given notice of non-compliance with their contract terms in May 2024.			
	Research other broadband solutions to ensure everyone has equitable access to internet connectivity.	ECON DEV/IT/ PW	HR Green is currently managing broadband efforts in Palm Springs and Palm Desert and is leading the CVAG regional effort. A meeting was held with City staff and HR Green to discuss these collective efforts and what more Cathedral City can do locally.			
D-7	Implement innovative community-based Fire Prevention programs regarding Drowning, Smoke Alarm Installation, Paramedic Services, Fall Prevention, and CPR.	X			Fire	Communications
	Progress	Dept	Status			
	The Fire Department is continuing to expand its programming for the community. As of the completion of this Strategic Plan update, the Fire Department has a full schedule for the Spring and Fall in 2024 of community risk reduction classes that will be offered to the public and city staff. These classes include: <ul style="list-style-type: none"> <li>CPR</li> <li>STOP THE BLEED</li> <li>DROWNING PREVENTION</li> <li>CERT</li> <li>FALL PREVENTION</li> </ul>	FIRE	Upcoming Events: As of July 30, 2023 <b>BLS CPR Course 2023:</b> 08/17, 08/24 City Hall <b>STOP THE BLEED 2023:</b> 09/19 City Hall <b>SIDEWALK CPR 2023:</b> 10/2023: One location per week for each Council District 1-5 in Country Clubs/Senior.  <b>SIDEWALK CPR AND STOP THE BLEED 2024:</b> City Calendar Events, Coordinating with Ryan Hunt.			

<ul style="list-style-type: none"> <li>• <b>SMOKE ALARM INSTALLATION</b></li> <li>• <b>DISASTER PREPAREDNESS</b></li> </ul>		<p>01/2024: One location per week for each Council District 1-5 in Country Clubs/Senior Center/MHP (Refer to ** below for locations)</p> <p>04/2024: Boys &amp; Girls Club</p> <p>09/2024: CCHS</p> <p><b>DROWNING PREVENTION 2024:</b></p> <p>03/2024, 2<sup>nd</sup> and 3<sup>rd</sup> week (prior to Spring Break) private and public elementary schools 2-3 per week</p> <p>04/2024: One location per week for each Council District 1-5 in Country Clubs/Senior Center/MHP</p> <p>05/2024: 1<sup>st</sup> week, Boys and Girls Club</p> <p><b>CERT 2023:</b></p> <p>10/2023-English</p> <p><b>CERT 2024:</b></p> <p>02/2024-Spanish</p> <p><b>FALL PREVENTION 2023:</b></p> <p>Fall 2023: TBD (in conjunction with DRMC) @ Senior Center</p> <p>Center/MHP.</p> <p><b>SMOKE ALARM INSTALLATION WITH AMERICAN RED CROSS 2024:</b></p> <p>01/20/24</p> <p>**Senior Center/DPCC/Royal Palms/Park David/Desert Sands (other locations to be determined.</p> <p>Additional courses have been planned for 2024 as follows:</p> <p>SPRING 2024:</p>
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		<p><b>HO CPR/ STOP THE BLEED:</b>  4/13/24 EOC (Richardson, Maier)  5/25/24 EOC (Richardson Maier)</p> <p><b>CERT : 2/24/24 EOC</b></p> <p><b>FALL PREVENTION: 2/2024, 3/2024, 4/2024</b>  Classes are to be held at Date Palm CC, Park David, and Mountain View apartments. Class location is data driven. This data correlates to a higher number of PSR lift assists and traumatic falls within Cathedral City.</p> <p><b>DISASTER PREPAREDNESS:</b>  1/19/24 Outdoor Resorts (Dietz)  1/25/24 Canyon Mobile Home Park (Nancy Ross, CCFD)  2/3/24 Agua Caliente Elementary School (Rita Lamb, CCFD)</p> <p>FALL 2024:  <b>HO CPR/ STOP THE BLEED:</b>  9/7/24 EOC (Richardson, Maier)  9/28/24 EOC (Richardson, Maier)</p> <p><b>CERT (Teen) 10/2024</b></p> <p><b>FALL PREVENTION: 9/2024, 10/2024, 11/2024</b>  Classes are to be held at Desert Sands MHP, Canyon MHP and CC Senior Center. Class location is data driven. This data correlates to a higher number of PSR lift assists and traumatic falls within Cathedral City.</p> <p>The fire department received a \$25,000 grant to be used to update the FD CERT trailer and equipment.</p>				
D-8	Identify and implement a Document Imaging Program to convert paper documents into digital files to reduce storage requirements and costs, increase efficiency, enhance security, and improve future access to information	X	X	X	IT/City Clerk	All Departments
Progress		Dept		Status		

	<p>The City currently uses Laserfiche as a repository for documents for a limited number of departments. With the upgrade to an Enterprise License, staff has determined that utilizing Laserfiche as the trusted repository for all paper files that need to be converted to digital files is the best document imaging program to use at this time. This will allow the City to implement a City-wide Records Management Program, which will allow better access to records, save on storage space and offer a trusted electronic searchable format.</p>	IT/CITY CLERK	<p>On July 26, 2023, a meeting was held with the consultant to begin discussing implementing a City-wide Records Management Program/Project. The project is in the early stages.</p> <p>On November 9, 2023, the City Clerk's Department held an Internal Event "Binge and Purge" to identify and purge records that are no longer required to be maintained pursuant to the Records Retention Schedules. This will help minimize the number of records stored and help identify those records that need to be converted to digital files. This will likely become an annual event.</p> <p>In November of 2023, the City Clerk's Department was the first Department to design the file structure to kick-off the City-wide Records Management Project. The City Clerk will begin working with each department to identify what files need to be converted to digital format and what the file structure will look like in the system. It is anticipated to take 2024 to get through the departments and begin converting the files.</p> <p>In January 2024, The City's consultant Diane Gladwell provided the updated Records Retention Schedules, that were updated to reflect updates in law and best practices. This enables staff to continue to ensure records that need to be accessible are and those that don't are destroyed freeing up storage space.</p>				
<b>D-9</b>	<b>Work with the Historic Preservation Society to digitize and preserve historic photos and documents</b>		<b>X</b>			<b>CMO</b>	
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	Contact established with the Cathedral City Historical Society.	CEDD	Staff has been in contact with Margie St. Anthony and has confirmed that the Cathedral City Historical Society is an active organization. She shared with staff that the organization is meeting, has a professional archivist, and currently has exhibits in the community. Staff discussed the Council strategic goal with Margie St. Anthony. There are no historic documents at risk and the organization is not seeking support from the City.				
<b>D-10</b>	<b>Commission a survey of historic properties</b>			<b>X</b>		<b>CMO</b>	
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>				



Presented to Historic Preservation Committee		The Council strategic plan goal was presented to the Historic Preservation Committee together with the 2017 Historic Resource Context & Historic Resource Program document prepared by Kaplan Chen Kaplan. A historic survey would be a more intensive study of individual historic sites and of neighborhoods or areas and is anticipated to cost between \$75,000 and \$175,000. There is no budget for this work and it will need to be considered as part of the next biennial budget.
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- Actions listed in **blue** are City Council strategic priorities.
- **Items delayed due to Tropical Storm Hilary**



## Goal E - SAFETY

**Objective:** Cathedral City is safe for all who live, work, visit, and play in our community.

Action	Action Description	Year 0-1	Year 1-2	Year 2-5	Lead/Co-Lead	Support Partners
E-1	<b>Fund a 2-person ALS Medic Unit to better respond to increasing demand for medical response</b>		X		Fire	HR
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		
				Dependent on passage of Measure W		
E-2	<b>Continue to explore and utilize technology to promote public safety.</b>		X		PD	IT/PW/Engin/ Facilities
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		
	4 Flock cameras added in 2024.	PD		Expanded to total of 25 Flock cameras with the additional 4.		
E-3	<b>Continue Police, Fire, and Expand Code Compliance engagement with the community</b>	X			CODE	Communications/ Dev Svcs
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		
	Code will be participating in the upcoming Esperanza Park meeting and with HR on the upcoming Backpack give away event hosted by PD.	DEV SVCS/ CODE		Ongoing.		
	Police Department personnel attended 21 community events in 2024 year to date. Events included Neighborhood Watch meetings, city sponsored events, community fundraisers, and Active Shooter presentations to community groups, Cathedral City High School scholarships and awards, Cathedral City Peace Initiative events, Senior Scam awareness event, LGBTQ+ Forum, Pride Prom and a Back-to-school backpack giveaway event.	PD		Ongoing.		
	See D-7	Fire				
	The Code Compliance Division is conducting proactive community outreach on significant code issues.	Code		The code compliance division conducted educational outreach to raise awareness of the risks of eating food from		

				unlicensed vendors and held a licensing event at Panorama Park for sidewalk vendors.  The division is preparing a video series "Cracking the Code" to educate and raise awareness on common code issues.		
E-4	Strengthen the City's ability to prepare for, respond to, and recover from disasters by reviewing and updating the City's Emergency Operations Plans through annual training sessions and tabletop exercises	X	X		Fire/PD	CMO/IT
	Progress	Dept		Status		
	Applied for a grant to update the City's EOC, conduct EOC drills and training as well as updating the City's Emergency Operations plan and Local Hazard Mitigation plan.	Fire		The fire department has received an OES grant in the amount of \$49,877 and a FEMA grant in the amount of \$149,631. Staff is preparing an RFP to have both developed through an outside vendor.		
E-5	Build community resiliency through implementation of community training programs, CERT training, and other educational outreach	X	X		Fire/PD	CMO
	Progress	Dept		Status		
	The Fire Department has conducted two community preparedness presentation in English and Spanish with over 120 residents attending.	Fire		Two CERT programs are scheduled for the Fall and Spring, one in English and one in Spanish. Additional classes have been scheduled for the Fall of 2024, both for emergency preparedness and CERT. In Fall of 2024, the Fire Department will establish a community-based CERT program that can be accessed in the case of a city emergency.  Fire department was also awarded a \$25,000 grant to update the departments CERT trailer and purchase new equipment.		
E-6	Develop a FD Injury Prevention and Wellness Program	X	X		Fire	HR/Finance
	Progress	Dept		Status		

	A wellness committee has been established. The committee has established the scope of the committee and is gathering historical injury data.	HR/FIRE/FIN		The Wellness and Safety Committee has been established. The Fire Department staff has been sent to multiple train trainer courses that include behavioral health, physical fitness, nutrition, and proper physical maintenance of the body. HR staff has been added to the committee to discuss the rollout of the safety initiative. The Fire Chief is working with HR to develop root cause analysis of injuries. Fire department staff will be teaching classes to all fire department personnel that include proper use of fitness equipment, and how to access behavioral health resources. Coordination with Risk Management has been incorporated.		
The Police Department implemented a Wellness Program.		PD		The Police Department implemented a grant funded Wellness Program, working with Wellness Solutions to create an app that will provide employees with bi-weekly health tips, wellness events and onsite screenings.		
E-7	Implement community engagement and public education initiatives to increase awareness regarding public safety programs, services, and results of proactive community policing efforts		X		Communications	PD/Fire
	Progress	Dept		Status		
	The PD began a series of videos to educate the public on crime and safety. Videos produced include Burglary Suppression and the 2023 officer involved shooting that was released July 2024. LGBTQ+ forum was held to discuss hate crimes and investigations.	PD/FIRE/COM		Ongoing. See D-7		
E-8	Identify improvements and pursue grant funding to improve safety and connectivity of non-motorized routes throughout the City	X	X		PW/Engin	
	Progress	Dept		Status		

	PW is always on the lookout for opportunities to enhance the City's ATP.	PW		Engineering staff most recently secured a SB 821 Grant to complete bicycle lane improvements along Whispering Palms Trail (which will include traffic calming features) and segregated bicycle lanes on Perez Road. Work on the Project has been delayed due to Tropical Storm Hillary restoration budget impacts on staff time and the participation budget. Other grant projects with participation requirements coming from the City's Traffic Safety Fund are continuing. The restriping of the East Palm Canyon Bike Lanes with ATP Cycle 5 funding is completed. ATP Cycle 5 Cathedral Canyon multiuse path/bike lanes and Date Palm Drive bike lane and sidewalk projects are under construction.		
E-9	Develop Standard Operating Procedures regarding how Public Works responds to Localized Flooding and Blow Sand events	X			PW/Engin	
	Progress	Dept		Status		
	Public Works staff will be working on developing procedures to respond to localized flooding and blow sand events.	PW		Public Works has developed SOPs for localized flooding and blow sand events that serve as a foundation in preparing staff for these events. The SOPs are under review prior to distribution.		
E-10	Develop a program to ensure City owned cameras at public spaces are maintained and tested regularly to ensure they are working properly	X			Facilities	IT/PW/Engin
	Progress	Dept		Status		
	Fix inoperable cameras.	IT/FAC		IT coordinated with PD to purchase new monitors for dispatch. Facilities installed wiring. New equipment was purchased and in the process of being installed to fix inoperable cameras. If PD notices a camera is down, they put in a help desk request for IT to resolve.		
	Develop written protocols for reporting damaged or inoperable cameras.	IT/PD/FAC		Formalize in a policy document the practices in place between PD/IT/Facilities to maintain cameras and report any that are inoperable.		
E-11	Establish regular inspections of park equipment and playing fields to ensure they are well maintained and functional	X			Facilities/PW/Engin	
	Progress	Dept		Status		

	Public Works Maintenance, Engineering and Facilities staff will be working on developing procedures to inspect the parks, equipment, and restrooms on a regular basis.	PW/ENG/FAC		Currently, Public Works monitors parks, equipment, and restrooms daily, with inspections occurring monthly. Public works is developing SOPs for maintenance of parks, equipment, and restrooms that will serve as a foundation in preparing staff for this work.		
	Enhancing PW/Risk program.	PW		Public Works is working with Risk Management and Sedwick, Risk Management consultant, to formalize the practices in place and confirm practices are in compliance with State requirements. SOPs for these procedures should be completed in 6 months.		
E-12	Formalize protocols for emergency response call outs	X			PW/Engin	All Departments
	Progress	Dept		Status		
	Public Works staff will be working on developing procedures to respond to emergency call outs.	PW		Public Works has developed an SOP for emergency callouts. The SOP is under review prior to distribution.		
	PD/PW call out procedures.	PW/PD		Public Works has developed an SOP for emergency callouts that outlines call out procedures. The SOP is under review prior to distribution.		
E-13	Keep the City Council apprised of changes to the Code Enforcement program	X			DEV SVCS/CODE	
	Progress	Dept		Status		
	Council study session updates.	DS/CODE		A comprehensive update was presented to Council in May 2024 and subsequent updates will be presented on a semi-annual basis. Through the May 2024 presentation, staff outlined operational changes, recent training, and new policies and procedures implemented within the Division while providing an overview of the top complaints/ requests for service and workload. The presentation highlighted emerging issues in code compliance that will continue to be monitored and reported in future presentations.		

- Actions listed in **blue** are City Council strategic priorities.
- **Items delayed due to Tropical Storm Hilary**



## Goal F - EMBRACING, INCLUSIVE COMMUNITY

**Objective:** Cathedral City is valued and respected as a community that welcomes and embraces diversity, has an abundance of high quality and affordable housing options and vibrant businesses. Our neighborhoods are attractive, well-maintained, and issues surrounding homelessness have been compassionately addressed with thoughtful, coordinated, and collaborative programs.

Action	Action Description	Year 0-1	Year 1-2	Year 2-5	Lead/Co-Lead	Support Partners
F-1	Develop comprehensive strategy to amend zoning code and update design guidelines, including an identification of what work City staff can accomplish and what work optimally should be contracted out, including: 1) development of objective design standards in response to new state housing laws; 2) overhaul of commercial zoning code; 3) substantial update of design guidelines; 4) streamlining of development review processes; 5) implementation of Cathedral City General Plan and Housing Element goals, policies, and programs; and 5) continued implementation of new state legislation.	X	X		Dev Svcs	
Progress		Dept		Status		
Draft RFP and SOW		DEV SVCS/PLN		Staff has prepared a draft RFP and scope of work (SOW) and is soliciting feedback from the Historic Preservation Committee, Architectural Review Committee, Planning Commission, and City Council that will shape the final RFP and SOW. Currently, staff anticipates that it will present to the HPC on July 16 and the ARC and PC on July 17 before presenting their feedback and scope of work to Council on August 14. Following these discussions, staff will release an RFP.		
F-2	Prioritize updating the zoning code regarding residential parking and paving provisions; research and give recommendations on enabling parking prohibitions in front of mailboxes.	X			Dev Svcs/PW	
Progress		Dept		Status		

	Educate residents regarding sidewalk horizontal clearance standards to ensure private mailboxes do not violate ADA accessibility requirements.	PW-ENG/ DEV SVCS		PW will provide the information needed to work with Development Services on this project. Engineering has been working with Development Services on this and is gathering information from other. Staff will schedule a study session with the City Council in September 2024.
<b>F-3</b>	<b>Promote additional community events and celebrations</b>	<b>X</b>		<b>CMO/COM</b>
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>	
	Staff continues to promote new and existing community events on the Discover Cathedral City website, social media and through video production and both our fall and spring mailers. This includes the addition of several third-party events, including the popular Taste & Sounds of Cathedral City dinner series, which rolled out in Feb. 2024. Communications & Events is also exploring a fall series for Tastes & Sounds, as well as the potential for Movies in the Park each Thursday in the amphitheater starting in October (six weeks for both).	COM	Ongoing.	
	Implement Public Arts Grant Program	CMO	The City Council approved a public arts grants program to promote art, performance, and cultural events. The Council approved the grant process at the July 24, 2024, City Council meeting. Applications went live July 30, 2024. \$20,000 was budgeted for this program for FY 2024/25.	
<b>F-4</b>	<b>Develop and implement a marketing plan to promote and raise awareness of available city venues such as the Community Amphitheater. The marketing strategy will include promoting the City's interest in attracting and facilitating high quality events and celebrations which adds to the City's culture, support of the arts, and creation of a positive community identity</b>	<b>X</b>	<b>X</b>	<b>COM/CMO</b>
	<b>Progress</b>	<b>Dept</b>	<b>Status</b>	



	Communication & Events has created a marketing document that can be sent out to prospective agencies and event companies in the Coachella Valley (and beyond) to showcase all city venues, particularly those in Downtown Cathedral City. Staff is also working with location scouts to promote the amphitheater as a destination venue for events and has seen a steady increase in third-party applications, not just in the amphitheater, but Avenida Lalo Guerrero, Town Square Park, Festival Lawn, and the breezeway area/steps at Civic Center Plaza.	COM		This is close to being finalized as a formal document that will be presented to the Council in September 2024. Staff has also made enhancements to the Special Use Permit (SUP) application process and rental costs. This document beefs up the overall awareness of Cathedral City as an events destination, particularly the Community Amphitheater. In recent years, staff has seen third-party events requesting to come back after a successful experience. This includes the Coachella Valley Bully Fest, Autism Awareness Walk/Acceptance event, DAP Health Volunteer Appreciation, Desert BrewFest (Luchador Brewing), Mi Chavela Fest, and has sparked continued interest from potential third-party applicants.		
F-5	<b>Develop and implement a plan to improve and diversify methods to communicate with residents</b>	X	X		COM	
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		
	Communications is in the process of developing a strategy/comprehensive plan related to diversified methods of outreach and prioritizing where residents get their news/information.	COM		The City has entered an agreement with FlashVote to conduct scientific surveys in English and Spanish asking residents where they like to receive communication/news from the City. Communications also continues to promote key news and events on KGAY Radio and Gay Desert Guide as outreach to our LGBTQ+ residents. Staff also have an agreement with El Informador, to publish news articles and event posters in one of the most popular Spanish newspapers in the Coachella Valley. The City of Cathedral City also participated in a short-term engagement with CiviSocial, a new firm focused on helping us with our communications strategy on social media. This will result in the creation of a new TikTok account and expanded storytelling commitment across several departments.		
F-6	<b>Continually communicate with the public to inform the community of the City's efforts and expenditures on homelessness and how residents can participate in solutions</b>	X	X	X	COM	PD/Fire/PW/Engin
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		

	<p>The PD created an informational video on our Homeless Liaison Officer (HLO) program which was shown at our State of the City event in May. The video was also posted on all city social media sites and websites.</p> <p>CiviSocial has workshopped with Communications &amp; Events creative ways the City can tell its story about homelessness and the ways staff are working to address it.</p>	PD/COM		While the initial communication/outreach video is complete, this is ongoing between PD and Communications. Both PD and Communications & Events are represented on the Homelessness Task Force and there will be more videos released in 2024-2025 related to this topic. This is an issue staff needs to continually communicate about and showcase how the city is addressing it.		
F-7	Review land use regulations to support diverse, accessible, and affordable housing		X		Dev Svcs	Econ Dev
	Progress	Dept		Status		
	Land use regulation amendments.	DEV SVCS		<p>The Housing Element is a source document for the zoning code update scope of work. Additionally, staff is assessing the inclusion of pro-housing policies as part of the scope. Beyond the steps taken below to implement the Housing Element, the ADU ordinance has been updated and staff has used LEAP grant funding to prepare pre-approved ADU plan sets.</p> <p>Housing Element was certified in 2023. Housing Element Program 1.A.7: Sites #6 and #9 were re-zoned to R3 to accommodate high density residential. Zoning Ordinance Amendment implemented the following changes in accordance with Program 2.F.1:</p> <ul style="list-style-type: none"><li>• Create the P/IH (Institutional Housing) Overlay District</li><li>• Prohibit STVR uses in the R1 and R2 zones</li><li>• Allow transitional and supportive housing by-right in zones where multifamily and mixed uses are permitted, including nonresidential zones permitting multifamily uses</li><li>• Updated the definition of “family” to remove the limit of five unrelated persons</li></ul>		

				<ul style="list-style-type: none"> <li>State that “Manufactured homes” are only subject to the same development standards that a conventional single-family residential dwelling on the same lot would be subject to.</li> </ul>		
<b>F-8</b>	<b>Continue to facilitate the attraction and promotion of community events which celebrate our diversity, build a cohesive community, and support local business</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>CMO</b>	<b>Econ Dev</b>
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		
	Communications & Events continues to collaborate with third-party agencies and vendors on potential events as well as city marketing and improving the City's wayfinding program. The new Events & Recreation Coordinator should also boost opportunities here.	CMO/ ECON DEV		Ongoing. The City’s annual State of the City event was held to record attendance both in 2023 and 2024. LGBTQ+ Days is going through some rebranding to increase inclusivity for 2025 and Mi Chavala Fest will take place in the Community Amphitheater celebrating Mexican Independence Day. Taste of Jalisco continues to promote and raise awareness about Cathedral City’s sister-city partnership with Tequila, Jalisco, Mexico.		
<b>F-9</b>	<b>Develop and implement an outreach strategy to determine if services are addressing the needs of our diverse community including families, retirees, and Spanish speaking population</b>	<b>X</b>	<b>X</b>		<b>CMO and Economic Development</b>	<b>All Departments</b>
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		
	Communications and Economic Development continue to collaborate on potential events as well as city marketing and improving the City's wayfinding program.	ECON DEV		Ongoing. Updated efforts with local Spanish-language media		
<b>F-10</b>	<b>Multi-disciplinary City Team to increase effectiveness and improve coordination of city responses to address the needs and impacts of the homeless population internally and with external organizations and stakeholders, including the CVAG Housing First Program.</b>	<b>X</b>			<b>CMO</b>	<b>All Departments/ Mental Health Professionals</b>
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		
	The CMO office has established a monthly meeting with employees from all relevant departments. A CVAG representative (Housing First Program)	CMO		Ongoing.		

	will be attending the February 2024 Unhoused Committee meeting to provide update and progress information.					
<b>F-11</b>	<b>Establish a Cooling Center by June 2024.</b>	<b>X</b>	<b>X</b>		<b>CMO</b>	<b>PD/Fire/ Mental Health Professionals/ Regional Partners</b>
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		
	Riverside County established a cooling center at the Cathedral City Library			Complete – Opened June 1 and will run through October, 2024.		
<b>F-12</b>	<b>Implement a code compliance program that proactively identifies and responds to code compliance complaints</b>		<b>X</b>		<b>Dev Svcs</b>	<b>All Departments</b>
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		
	<ul style="list-style-type: none"> <li>• Manage code compliance open caseload with a target of 1,000 open cases to create more opportunities for proactive officer time with a particular emphasis on visual blight along commercial corridors, including shopping cart enforcement, graffiti removal, and property maintenance. Continue to conduct proactive enforcement of unlicensed sidewalk vendors.</li> <li>• Increase code compliance participation in the Abandoned Vehicle Authority (AVA) program.</li> <li>• Develop and deploy pilot programs for the education and enforcement of solid waste container regulations and street sweeping.</li> </ul>	DEV SVCS/CODE		Ongoing.		
	The Code Compliance Division in the past several months has developed policy and procedure to continue to effectively address blight and nuisance issues, including a formalized eight-step process for code officers to move cases to our legal team quickly.	DEV SVCS/CODE		Ongoing.		
<b>F-13</b>	<b>Develop and implement initiatives to proactively monitor the City's commercial corridors to address visual blight and nuisance issues associated with vacant and underutilized properties and non-compliant commercial strips and centers</b>	<b>X</b>			<b>Dev Svcs</b>	<b>PW/Engin</b>
	<b>Progress</b>	<b>Dept</b>		<b>Status</b>		

	The Code Compliance Division has identified several officers with a specialized skillset to address commercial properties. Over the last year Officer Martinez has been the primary point of contact with many of our commercial areas and has choreographed significant improvements in the 99Cent store and Cardenas parking areas.	DEV SVCS/CODE		Ongoing.		
F-14	Develop standard plans, streamlined processes and educational materials that promotes ADU’s to increase housing production	X			Dev Svcs	Econ Dev/COM
	Progress	Dept		Status		
	Development Services brought an ordinance amendment to the City Council.	DEV SVCS		Ordinance revision to bring ordinance in compliance with State law was approved on 12/13/23.  Contracted with RRM Design Group to prepare pre-approved ADU plans. Construction drawings are in plan check and once approved, will be made available to the public for use, which includes an outreach campaign.		
F-15	Explore with Tribal Officials to hold an annual or bi-annual joint meeting or 2 x 2 meetings	X			CMO	
	Progress	Dept		Status		
	To discuss during ACBCI quarterly meetings	CMO		Will discuss at the next quarterly ACBCI staff meeting in October, 2024.		

- Actions listed in **blue** are City Council strategic priorities.
- **Items delayed due to Tropical Storm Hilary**

## Completed Initiatives – 2022-2023

### Goal A - SERVE THE COMMUNITY WITH PRIDE AND DEDICATION

<b>Review Comparison data on Council salaries and the process to update if warranted</b>		<b>X</b>			<b>CMO</b>	
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Research conducted on process to amend City Council stipends.	CMO/CC	Presented and direction given at the Study Session meeting on August 23. Non-rep agreement will be updated to reflect the non-compensation for the City Council. The City Council will consider a Charter amendment in 2026.				
<b>Develop a professional development program to enhance career development opportunities, strengthen organizational capabilities, and increase organizational capacity</b>		<b>X</b>			<b>HR/CMO</b>	<b>All Departments</b>
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
The City participates with Liebert Cassidy Whitmore for the LCW Public Sector Employment Relations Certificate.  Promote participation with the Municipal Management Association of Southern California (MMASC).	IT	Complete/Ongoing				
<b>Establish workers compensation criteria and guidelines to utilize staff with light duty limitations</b>				<b>X</b>	<b>HR/Finance</b>	<b>All Departments</b>
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Policy issued.	HR	Complete. Sr. Risk Analyst in Finance overseeing workers compensation program in partnership with HR. A new workers compensation carrier is being implemented in FY 2024/25 that will provide improved services.				
<b>Implement the Strategic Plan by ensuring department work programs include initiatives which achieve Strategic Plan Actions and regularly review progress and accomplishments at City Manager Department Head Meetings</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>CMO</b>	<b>All Departments</b>
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				

A strategic plan goal is discussed at each Department Head meeting. Performance Evaluations have a criterion for 5-yr strategic plan implementation for directors.	CMO	Complete.
Implement a SharePoint site to post weekly updates by staff. Implement a separate site for Strategic Planning.	IT	Strategic Plan SharePoint Site completed.

## Goal B - COMMUNITY INVESTMENT

<b>Develop an Electric Vehicle transition plan to comply with upcoming state mandate and include consideration of providing publicly accessible charging stations</b>		<b>X</b>	<b>X</b>		<b>PW/Engin</b>	<b>Finance</b>
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Ordinance Revision expediting permitting process for electric vehicle charging stations.	DEV SVCS	The City Council adopted an ordinance amending Chapter 8.64 to Title 8 of the Municipal Code to create an expedited permitting process for electric vehicle charging station systems and adopted the checklist for permitting electric vehicles and electric vehicle service equipment.				
<b>By the end of 2023 complete the design phase and begin construction of Esperanza Park</b>		<b>X</b>			<b>PW/Engin</b>	
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Properties with rear yard access and storage have been identified and outreach has begun in coordination with Engineering.	DEV SVCS/ CODE	Code Enforcement has worked with Public Works Maintenance to work with property owners on removing items stored in their rear yards that will be removed prior to the wall installation.				
<b>By the end of 2023 complete the design phase and begin construction of Esperanza Park</b>		<b>X</b>			<b>PW/Engin</b>	
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Implement Cameras/Wi-Fi for Esperanza Park.	IT	IT provided equipment information to Engineering Dept.				
Esperanza Park design complete.	PW	The Esperanza Park design was completed, and the City Council approved the wall and park construction contracts, respectively, including an additional general fund appropriation to fully fund the project. The construction of the park is underway and on schedule for completion March 2025.				

<b>Develop and Implement Fleet Management policies to establish vehicle replacements and utilization standards</b>		X			PW/Engin	PD/Fire/Finance
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Updated fleet depreciation schedules to ensure replacement (depreciation) costs were budgeted in the FY 2023/2024 & FY 2024/2025 biennial budget. Ensured fleet is depreciated according to the City's Fixed Asset Policy.	FIN	Complete.				

### Goal C - FISCAL STABILITY AND SUSTAINABILITY

<b>Increase Council District Improvement Funds</b>		X			CMO	Finance
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
District Improvement account for each councilmember increased from \$15,000 to \$30,000 in the adopted biennial budget for FY 2023/2024 & FY 2024/2025.	CMO/ FIN	Complete.				
<b>Allocate resources necessary to achieve the Council's Goals and Vision</b>		X	X	X	CMO	All Departments
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
	FIN/ CMO	Funding in the biennial budget provided funding for many of the strategic plan initiatives. Some initiatives have been delayed due to Tropical Storm Hilary. Any budget amendments will be brought to the City Council for authorization following the 1/27/24 workshop.				
Community Assistance Grant Program – During the budget process, funds were reallocated from CDBG to the General Fund for this program to broaden the number of applicants that would be eligible to apply for funding.	FIN	\$70,000 is allocated for grants between \$1,000 to \$15,000. The application for funding went live July 5 and applications are due at 5:00pm on July 31. A subcommittee of the City Council was appointed to review applications and make recommendations for funding. The City Council approved the subcommittee's recommendations with the exception of two applications that were forwarded to the Public Arts Commission.				
<b>Develop an inventory of vacant and underutilized properties</b>		X			Econ Dev	Dev Svcs/GIS
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Economic Development and IT have created a list of vacant properties broken out by council district. IT and EDD are working on a web-based platform which will allow prospective investors the ability to pull ownership data on all vacant properties in real time.	ECON DEV	Complete.				



<b>Strengthen the Economic Development Team and remove optional tasks such as commission staffing to focus on core/essential duties and provision of additional resources.</b>		X			CMO/Econ Dev	
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Economic Development has transitioned all Public Art Commission responsibilities to Assistant City Manager Anne Ambrose.	ECON DEV	Complete.				
<b>Complete and adopt the Development Impact Fee Study</b>		X			Econ Dev	All Departments
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
The updated development impact fee schedule was formally approved in October 2023 with new DIF fees becoming effective January 1, 2024.	ECON DEV	Complete.				
<b>Update the Thousand Palms Fiscal Analysis</b>		X			Dev Svcs	All Departments
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Requested information and data from all departments has been provided to the consultant (as of July 18).	DEV SVCS/ PLN	Complete.				
Anticipated code enforcement needs to service the annexation area provided.	DEV SVCS/ CODE	Complete.				
<b>Continually review and streamline internal financial policies, procedures, and practices to remove unnecessary controls without sacrificing accountability and transparency</b>		X	X	X	Finance	CMO/City Attorney
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Reviewed the City's 457 and 401a plans; met with Shuster Financial Advisors to review fees charged to plan participants and presented opportunities to reduce plan costs for the City's employees.	CMO/ FIN/HR	Complete. All 457/401(a) participants have been consolidated under the Mission Square recordkeeper. Shuster Financial Advisors negotiated lower fees and a better class of higher performing investments. CCPMA, CCFMA, CCPFA, and Non-Rep rules updated to reflect clarifying language related to the 401(a) program.				

#### Goal D – INNOVATION

<b>Provide an on-line calendar to display Amphitheater bookings</b>		X			CMO	IT
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
An events calendar showcasing amphitheater bookings has been added to the CC Amphitheater website.	CMO/ IT	Complete.				

<b>Work with operations staff to identify, implement and support the implementation of technology solutions to bolster IT security and improve operational, analytical, and management functions</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>IT</b>	<b>All Departments</b>
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Deploy Time Clocks to automate employee attendance tracking.	CMO/ HR/FIN/IT	Complete. Time Clocks deployed for all employees.				
Cardkey software upgrade and implement automated door locks at Amphitheater (Approved Budget).	IT	Complete.				
Upgrade backup system to have Cloud backups/DR solution (Approved Budget).	IT	Complete.				
Replace Civic Center Alarm System (Approved Budget). Systems are very old and basement panel no longer working.	IT	Complete.				
<b>Leverage technology to increase and improve online services, improve access to public information, and improve city capabilities to monitor, automate, and manage operational data remotely</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>IT</b>	<b>All Departments</b>
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Implement a new Public Records Request Portal that is more user friendly that will improve access to public records and automate the process to request public records.	CITY CLERK/ IT	Complete. NextRequest is the new Public Records Request Portal effective July 1, 1023.				
Laserfiche Enterprise Upgrade (Approved FY 2023/2024 Budget) The City's current version/license is very limited, on-line searches are limited to 10 users, which includes the public and staff. Upgrading to the Enterprise License will allow for unlimited users and web searches.	CITY CLERK/ IT	Complete. License was upgraded to the Enterprise License in mid-November 2023.				
<b>Work with operations staff to identify, implement and support the implementation of technology solutions to bolster IT security and improve operational, analytical, and management functions</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>IT</b>	<b>All Departments</b>
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
GIS Enterprise Software Upgrade (Approved Budget): Current version is limited. Staff needs to enhance GIS software and provide city-wide mapping applications and enhance community development operations.	IT	Complete. Set up new GIS servers and installed the latest ARCGIS enterprise systems.				
GIS Aerial Imagery for Mapping (Approved Budget): The City does have an updated aerial imagery system. The City needs an Aerial Imaging	IT	Completed and integrated with City Maps online.				

platform to be use with GIS Enterprise solution for Public Safety and Community Development.		
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## Goal E - SAFETY

<b>Fill the authorized Ambulance Operator position and complete the transition to the ambulance operator program and provision of the third ambulance</b>		X			Fire	HR
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Third ambulance in service	Fire	Complete.				
<b>Develop a firearm discharge ordinance</b>		X			PD	City Attorney
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
City Attorney reviewing current ordinance; will work with staff to identify specific issues to be addressed in the ordinance.	CA/PD	Complete. The Police Chief and City Attorney determined our current ordinance will suffice. The Police Chief sent letters to each golf course explaining our current firearms ordinance and their requirements under the ordinance.				
<b>Continue to explore and utilize technology to promote public safety.</b>			X		PD	IT/PW/Engin/ Facilities
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Park Cameras are now simultaneously visible on newly purchased TV monitors in the dispatch center	PD/IT/FIN	Complete.				
One additional Flock ALPR has been purchased and installed bringing the city total to 21 Flock ALPR cameras	PD	Complete. PD will continue to evaluate technology methods to help reduce crime in the City.				
<b>Strengthen the City's ability to prepare for, respond to, and recover from disasters by reviewing and updating the City's Emergency Operations Plans through annual training sessions and tabletop exercises</b>		X	X		Fire/PD	CMO/IT
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
The PD successfully implemented the PSEC transition in May 2023 allowing both PD and FD to have county-wide communication interoperability. The PD implemented Emergency Medical Dispatching HR in June 2023.	PD	Complete.				

Upgrade backup system to have Cloud backups/DR solution (Approved Budget).	IT	Complete.				
<b>Implement new program to improve community access to crime stats</b>		<b>X</b>			<b>PD</b>	
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
The PD went live with its new crime mapping software in May 2023. The new website is crimemapping.com	PD	Complete.				

## Goal F - EMBRACING, INCLUSIVE COMMUNITY

<b>Help define who Cathedral City is for our families and others</b>			<b>X</b>		<b>CMO</b>	
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
The City of Cathedral City, across all departments, continues to make progress on defining our mission and what our community represents and provides for our residents. Through recent community surveys, we know Cathedral City is valued/respected as a community that welcomes and embraces diversity, has an abundance of high quality and affordable housing options and vibrant businesses. Our neighborhoods are attractive, well-maintained, and issues surrounding homelessness have been compassionately addressed with thoughtful, coordinated, and collaborative programs.	CMO	<p>Communications &amp; Events will be working with FlashVote, a scientific survey company, to learn more about where residents are getting their news/key information about Cathedral City, what types of events they want to continue to see, elements that offer a sense of community pride, etc. Economic Development is doing the same with FlashVote regarding potential businesses and general interests our consumers might have related to future development.</p> <p>The MyCathedralCity app is also helpful when it comes to defining our identity, allowing both employees and citizens the chance to report issues in real-time to ensure our neighborhoods are attractive and well-maintained.</p>				
<b>Work with Riverside County to locate the potential RUHS community health center in Cathedral City</b>			<b>X</b>		<b>Econ Dev</b>	
<b>Progress</b>	<b>Dept</b>	<b>Status</b>				
Met with Riverside University Health System (RUHS) to discuss the possibility of attracting a Federally Qualified Health Clinic to Cathedral City. RUHS allocates resources based on patient needs, specifically, RUHS looks to serve eligible but unserved Medicaid patients. RUHS ranked Riverside County cities by their respective number of eligible	ECON DEV	Complete. RUHS services are currently available to Cathedral City residents within existing Palm Springs facilities.				

<p>but unserved Medicaid patients. Numbers of eligible but unserved Medicaid patients ranged from 99,022 (City of Riverside) to 5,419 (City of Winchester). Based on this criteria, Cathedral City ranks 16th out of 24 cities. In order of eligible but unserved Medicaid patients, the Coachella Valley saw the following rankings: Indio was ranked 6th with 26,619 patients, Coachella was ranked 10th with 15,455 patients, Palm Desert was ranked 11th with 13,687 patients, Cathedral City was ranked 16th with 9,900 patients. Given Cathedral City's immediately proximity to a number of RUHS facilities in Palm Springs, RUHS staff does not see Cathedral City receiving any RUHS facilities in the immediate future.</p>		
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