

c. Council Goals Adopted over the Past Five Years.

Recommendation: This item is presented for information, discussion and direction only.

2020 Council Goals

1. Police and Fire

- a. **Prepare a study session presentation on the current Animal Control contract and its costs and provide an analysis of options for the future including renewing the current contract or developing a contract with another agency.**
 - COMPLETED. Council was presented with an Animal Control Services Update in April. This presentation consisted of options to contract with other agencies besides the County of Riverside which proved to be too costly.
 - Council voted on an Animal Control contract on June 24, 2020 to contract for a part time officer for FY 20/21
- b. **Develop a plan to make the public aware of the successes of the Police Department including publicizing local crime data and consider community events showcasing the Police Department.**
 - The Police Department currently uses all social media platforms to provide as much information to the public as possible. We currently use Twitter, Instagram and Facebook.
 - The CCPD App and police department website-cathedralcitypolice.com displays current crime data for the city.
 - The police department hosted an event titled “Santa with a Senior” on Christmas Eve. Police personnel delivered food and gifts to the doorsteps of seniors living within our community.
 - The police department sponsored the family whose father was murdered in 2020. The victims surviving spouse and three children were provided with a Christmas breakfast and dinner as well as gifts for the entire family.
 - The Police Chief has begun meeting via zoom with his advisory council
 - Future community events are on hold based on the Pandemic and budgeting restraints for 20/21
- c. **Review existing Police and Fire staffing plans and develop options and cost estimates to address future needs.**
 - This goal will be placed on hold due to the budget reductions. Police will be working on an update to their Strategic Plan which will address this with a more long-term view. Police lost three non-sworn positions in the budget reductions. Fire Department staffing has been reduced from 14 firefighters on duty to 12, by not backfilling when one or two firefighters are scheduled off as part of the city council budget reductions beginning July 1, 2020.
 - The police department has provided the City Manager a personnel analysis for future consideration of positions needed within the department.
 - The police department strategic plan for 2021-2025 will be presented to City Council in 2021 and the plan will identify future personnel needs within the department.
- d. **Prepare a study session presentation on the Emergency Preparedness Plan and include options to promote the CERT program for training residents.**

- i. **Include options to revive and expand neighborhood watch programs including the use of social media for virtual watch programs.**
- The City's Emergency Operations Plan is at the County Emergency Management Department for review but on hold due to the COVID-19 Pandemic workload. Community emergency preparedness training and CERT conducted by the fire department will be suspended due to the COVID-19 pandemic.
- e. **Prepare a study session presentation on Fireworks as part of the presentation on the 2019 Building and Fire Code adoption.**
- **COMPLETED.** Council adopted the 2019 codes and eliminated provisions allowing Safe and Sane fireworks.
- f. **Consider the use of SLESA funds for the purchase of additional cameras for the Police Department.**
- The Police Department purchased additional cameras in March 2020 to be used throughout the City.
- We currently have 10 intersections in the city being monitored by cameras. In May of 2020, staff purchased two FLOCK Cameras which are utilized off of Ramon Rd which generate stolen vehicle information and have been useful in major crimes investigations.

2. Housing and Homelessness

- a. **Conduct research and present findings to Council related to the use of mini-homes or other options for housing the homeless.**
- This is on hold due to the fiscal crisis and resulting budget reductions.
- b. **In cooperation with regional partners, provide a presentation to Council on options available for summer cooling centers for the homeless.**
- CM Carnevale has worked with County officials to identify a location. Staff has determined that CDBG funding through the CARES act can be allocated to the operator to offset lease costs to provide a location allowing social distancing.

3. Economic Development and Events

- a. **In partnership with the GCVCC prepare a local purchasing directory.**
- The local purchasing directory has been completed and is operational. The directory can be viewed at <http://ccshoplocal.com/>
- b. **Plan and promote amphitheater events.**
- Due to the COVID-19 pandemic, all public events have been canceled.
- c. **Coordinate with tribal officials and let the community know about the status of the Casino project.**
- The Casino opened to the public on November 24, 2020. Construction updates were periodically shared with community members and frequently shared with prospective developers. Now that the casino has been completed, the messaging has changed and is just as enthusiastic.
- d. **Continue to work on the Council goals from 2019 that remain in progress including:**
 - i. **Development of the 13.5 acres.**

- Ongoing. Fountainhead Development (FHD) has received commitments from two national tenants, one regional tenant and is working on securing commitments from up to three additional national tenants. Economic Development continues searching for, developing and introducing potential hotel developers to FHD. COVID-19 is limiting available capital for and interest in ground-up hotel developments. Home builder interest in the back portion of the property is increasing.
- ii. Work to fill empty store fronts as well as develop new construction.**
- Ongoing. Continuing to work with a: cannabis-based pharmaceutical company, ACE Hardware, a commercial hub center developer, two Top Golf-style recreational amenities, Dave's Hot Chicken, a boutique hotel developer, a national hotel chain developer, two local market/gas station developers, small private homebuilder, football stadium developer, and two large-scale logistics developers.
- iii. Engage with Riverside County to bring the proposed RUHS medical clinic to Cathedral City.**
- Due the COVID-19 pandemic, the Riverside County EDA has temporarily paused the RFQ and RFP process. Economic Development continues to follow up with Riverside County representatives, and routinely offers to assist the County in moving this project forward.
- iv. Work with regional partners to open a job training and resource center.**
- Because of the COVID-19 pandemic, the County has placed the FQHC project temporarily on hold. Once progress resumes on the FQHC, progress on including a job training and resource center may resume.
- v. Bring in new businesses to diversify the local economy.**
- Ongoing. Please see item 3.d.ii.
- e. Continue to pursue agreements with new businesses to promote local first hiring.**
- Ongoing. Economic Development worked with the ACBCI to host their Cathedral City Casino recruiting event within our Downtown. On July 27, 2020 over 800 people attended the event held at the Mary Pickford theater. The Tribe has committed to holding future recruiting events for their other properties at the Mary Pickford movie theater. Economic Development is already talking to the developer working to revitalize the former Sam's Club building about ensuring their national tenant focus on hiring Cathedral City residents.

4. Streets and Transportation

- a. Complete an inventory of all gaps in sidewalks on arterial streets in Cathedral City and seek funding options to fill in the identified gaps.**
- Please see attached memo. Staff recommends no further action unless funded in the FY21-22 budget.
- b. Review the City wayfinding signs and identify new features that may need to be identified on the signs and the costs to update the signs.**
- This is a combination effort with Economic Development, Engineering and Public Works. This is still a work on progress and will be completed with more time due to the limitation in Staffing.
- c. Review the procedures for establishing street assessment districts and the need for such districts in specific areas or citywide.**

- Please see attached memo for an update.
- i. **Review the status of efforts to establish sewer assessment districts and work for successful implementation.**
- Please see attached memo for an update.
- d. **Review the City active transportation plan and work to establish and promote a Cathedral City bicycle loop and multi-use, off-street paths.**
- As part of the City's General Plan efforts, there is considerable effort on the Transportation module that identifies the City's pedestrian, bicycle and NEV routes. These have been shown in General Plan Study Sessions and have been revised with the Council's, stakeholders and Staff's comments.
- In addition, the City received a Grant from SCAG two years past that pays for a Consultant to work on the ATP within the City itself. The City is working with our assigned SCAG representative to complete the Scope of Work for this ATP Grant. The Scope of Work will be used as the basis for a Request for Proposal (RFP) that will be advertised for a Consultant to proceed with taking the updated ATP route designations within the new General Plan and further identify bike, pedestrian and NEV routes that can be named, utilized for events (e.g. running/bike races, etc.), adding route signage, street legends and route identification, routing that will lead to specific areas, e.g. including downtown.

5. Finance

- a. **Develop an on-line business license inventory and improve enforcement action against operating unlicensed business, including mobile car wash businesses.**
- In progress. Online business license inventory should be live by 3rd quarter calendar year 2021 upon the implementation completion of EnerGOV.
- b. **Contract for the completion of a comprehensive fee study and separately for a development impact fee (DIF) study.**
- In progress. Fee Study and Cost allocation Plan Consultant approved by City Council 10/14/2020. Process is moving forward for Phase 1 for the fee study. Phase II (DIF) will be done in 2022.
- c. **Conduct an inventory of licensed long-term rental properties and take action to identify and license any unlicensed properties.**
- In progress. Information and presentation sent to City Council regarding the status December 24, 2020.
- d. **Prepare a study session presentation on the City's debt status and debt management efforts.**
- COMPLETED- Debt Management Policy and Presentation provided and approved by City Council September 23, 2020.
- e. **By the end of calendar year 2020 complete a review and presentation to Council on the new City Hall operating hours including data on the use of the various services provided.**
- This is on hold due to the fiscal crisis and resulting budget reductions. City Hall has been closed to walk-in traffic since March 18, but services continue to be provided using email, telephone and other virtual methods.

- f. Evaluate the options available and costs related to the creation of an Assistant City Manager position.
 - This is on hold due to the fiscal crisis and resulting budget reductions.
- g. Provide a presentation and facilitate a Council discussion on Consumer Choice Aggregation and the Desert Community Energy JPA.
 - COMPLETED. Council voted to withdraw from Desert Community Energy.

6. Code Enforcement

- a. Improve Code Enforcement services:
 - i. Continue to review options for providing support to Code Enforcement from other departments.
 - ii. Expand volunteer options for providing support to Code Enforcement.
 - iii. Expand community outreach and education related to relevant municipal code provisions.
 - This is on hold due to the fiscal crisis and resulting budget reductions.
 - iv. Consider the need to add resources in Code Enforcement.
 - This is on hold due to the fiscal crisis and resulting budget reductions.
- b. Develop options for a more program-based approach to Code Enforcement.
 - This is on hold due to the fiscal crisis and resulting budget reductions.
- c. Encourage the STVR task force to provide their report and recommendations to Council by June 1.
 - The task force report was presented to Council on July 29, 2020. Council subsequently considered and ultimately approved ordinance revisions that are now the subject of a referendum, which will be decided by the voters on March 2, 2021.
- d. Conduct a study session review of the municipal code provisions related to shopping carts.
 - This is on hold due to the fiscal crisis and resulting budget reductions.
- e. Pressure the Post Office to address the unacceptable condition of the landscaping at their facility.
 - The landscaping was completed in November 2020.
- f. Prepare a study session presentation and consider the costs and effectiveness of implementing parking restrictions on street sweeping days.
 - Please see attached memo. Staff recommends no further action unless funded in the FY21-22 budget.
- g. Complete a review of the property maintenance provisions in the municipal code including sections relating to maintenance of property, appearance of property and nuisances.
 - This is on hold due to the fiscal crisis and resulting budget reductions.

7. Parks and Recreation Facilities

- a. Work with Parks and Community Events Commissioners to develop interim lists of desired park improvements as a first step toward the ultimate development of a new Parks and Recreation Master Plan.

- Staff and a Council subcommittee continue to meet with Parks and Community Events Commissioners every two months on all parks related topics. There is an understanding of our inability in the current budget crisis to complete improvements. The Staff and Council Subcommittee have met at various times since July and covered many Park topics. The Parks and Community Events Commission is currently developing and identifying a list of Projects relating to upgrading existing park facilities and developing new park facilities. Staff is working hand in hand to provide information and cost estimates associated with the improvements that will be proposed by the Commission.
- b. Explore funding opportunities for development of the land acquired for a new Cathedral City dog park.**
 - This is on hold due to the fiscal crisis and resulting budget reductions. There is no funding for any grant match or grant preparation costs. For minimal dollars, staff recommends a dog park be developed at 2nd Street Park until such time as the property in the Cove could be developed. Staff is also developing an estimated for a temporary dog park in Panorama.
- c. Explore the attainment of an age-friendly city designation from the World Health Organization.**
 - Staff has reviewed the criteria for the designation and this goal is significant as it involves committing and achieving criteria under the guideline “Age friendly environments (such as home, community) foster healthy and active aging by building and maintaining intrinsic capacity across the life course and enabling greater functional ability in someone with a given capacity level.” “In practical terms, age-friendly environments are free from physical and social barriers and supported by policies, systems, services, products and technologies that:” and a long list of requirements follows. In short, this will require additional Staff and support time that the City would have to investigate and budget for to commit to achieving this goal.

8. Other Goals and Continuing Goals from 2019

- a. Review the definitions of residential property related to the setback requirements in the Cannabis regulations in the municipal code.**
 - No activity to date.
- b. Work to improve the Date Palm entry into the city.**
 - This Project is on hold, as funding for Grants is limited as well as Staff time. In addition, the Consultants researching the acquisition of Tribal right of way on the east side of Date Palm Drive have been placed on hold as part of the Engineering Department’s budget cuts.
- c. Address infrastructure in the area north of Ramon Road near the Dream Homes neighborhood.**
 - The final revisions of the General Plan and the Housing Element will determine if the area’s General Plan designation will change. If it does change, the landowners within this area north of Ramon Road will have the option to bring forward new light commercial/industrial development as indicated in their petitions for the General Plan change.

d. Develop plans to address infrastructure north of I-10.

- This is continually addressed as each potential developer brings forward plans to develop north of I-10. The City Staff is very progressive on working with the Developers on phasing plans to help initiate development while protecting the City's interest. The Glass House Pharms Development is one such development that is asking for more phasing and the City Staff is working through the details. The Crossings Development is essentially completed, with pads provided for additional commercial concessions to be built. The hotel on the site is completed. Staff continues to work with developers on extending infrastructure that will expand opportunities for development north of I-10.

e. Advance the DaVall interchange through the CVAG planning and approval process.

- The work on this Phase of the Project (PSR) should be completed in the first and/or second quarter of 2021. Staff will work with designated City Council Members on CVAG committees to garner support and funding for the next Phase of this Project that includes an EIR and Preliminary Engineering for a selected interchange option.

f. Pursue annexation into the Desert Recreation District which includes funding for a community center.

- This is on hold until late 2021 or early 2022 by Council action earlier in 2020. Staff is ready to work with the Parks and Community Events Commission on re-engaging the public for a ballot vote in 2022.

g. Offer smaller-scale family-friendly events at local parks.

- The Parks and Community Events Commission (PACE) has formed a subcommittee for this item. When Covid restrictions for gatherings are lifted, the PACE will work with Communications and Events to provide smaller scale events.
- The City conducted a fire and medical equipment demonstration at Panorama Park.
- The City took over Movies in the Park from the Evening Rotary and held monthly movies at Panorama Park until the COVID pandemic prevented them.

h. Place an emphasis on diversity in hiring and achieve a 100 score on the HRC Municipal Equality Index.

- Efforts to promote diversity in hiring continue, but the City is not doing much hiring during the budget crisis. HRC objective is completed. Cathedral City received a score of 100%

2021 Council Goals

1. Public Safety

- a. Create virtual opportunities for the public to interact with the Police and Fire departments.

The Police Department launched “Conversation with the Chief” on March 18, 2021 via Zoom. The Police Chief will have conversations with the community every other month via the online platform. It was recently expanded to “Coffee with the Chiefs” and now includes the Fire Chief.

CCFD will be hosting its first hybrid CERT class in February which will occur both online utilizing Zoom Webinar and will be co-taught by CCFD and CVDPN. Dates to be announced on the City’s website and the FD website.

- b. Encourage Police to expand the use of cameras and other surveillance technology through grants and other sources.

Two Flock ALPR cameras were requested through the Agua Caliente annual gift of 25,000.00. City Council approved the camera purchase at their March 10, 2021 City Council meeting.

Two Flock ALPR cameras, eight in-car cameras, and an additional Security Lines US intersection camera system were approved by City Council on June 9, 2021. This purchase was made using SLESA funds.

Two Flock ALPR cameras were approved for purchase by City Council on September 29, 2021 which brings our total to 8 Flock ALPR cameras deployed in the city.

- c. Provide an update on the Citizens on Patrol (COP) program, policies, training and potential additional tasks they could address including Municipal Code enforcement.

A presentation was given to City council on June 9, 2021 providing them with an update of the Citizens on Patrol program and updated policies and procedures manual.

- d. Provide an update to Council on gang enforcement efforts and planned improvements.

A presentation was provided to City council regarding the newly formed gang Unit and future of the unit at the June 9, 2021 city council meeting.

- e. Provide information and presentations to Council on the available public safety radio options and make a decision on future direction.

On March 24, 2021 the Riverside County Sheriff's Department presented to City Council on the PSEC (Public Safety Enterprise Communication) radio options. This transition would take place once the ERICA agencies agree to move from ERICA to PSEC and the JPA is dissolved amongst the ERICA agencies.

Chief Muhr hosted an informational meeting with area fire chiefs to educate and regionalize Fire Service communications and develop a method to implement PSEC. Chief Muhr also met with Motorola Representatives to further develop a plan to migrate from VHF to PSEC. The Fire Department plans to submit a proposal for the 2023 budget.

- f. Provide an update on options, costs and benefits of alternative service delivery options related to the ambulance service.

Chief Muhr provided a comprehensive presentation to Council in study session on June 23rd. Plans are proceeding to implement phase 1 early in 2022.

The first four Paramedic AO's have begun the background investigation process and are in the hiring process in early December. Testing of AO's is ongoing.

2. Housing and Homelessness

- a. In cooperation with regional partners, non-profits and others promote rapid housing and other options for the homeless and provide a presentation and update to Council.

Staff from the CVAG regional rapid housing program provided an update to the City Council in study session on May 26, 2021.

Chief Muhr has reached out to Union Pacific Railroad regarding homeless in the Tamarisk trees that line the railroad right-of-way. So far CCFD has worked three large fires in the area between Da Vall and Date Palm. Union Pacific has created several fire breaks in the stand of Tamarisk trees within one mile of Date Palm and the tracks. Additional improvements are ongoing and will continue throughout 2022.

- b. Work with regional partners to establish annual summer cooling centers for the homeless and winter shelter services.

A network of cooling centers was available regionally but there was not one in Cathedral City. Cathedral City is an active partner in the regional efforts to provide services to the homeless.

- c. Provide a discussion on tools to promote infill housing projects by reducing development costs, providing incentives or other solutions.

Many infill Housing projects have been completed or are in process throughout the city. Incentives were explored but found not to be necessary. Resources for the City

were directed to two additional housing projects, which are currently under construction: (1) Cathedral Palms major rehabilitation project of 224-unit low-income senior housing and (2) the new development of a 60-unit Veterans housing project.

Low-income housing projects will require some public participation and a review of options is on-going.

3. Finance and General Government

- a. Complete and implement the comprehensive fee study and initiate the Development Impact Fee (DIF) study.

On September 8, 2021, the City Council adopted an updated Master Schedule of User Regulatory Fees. The updated fee schedule went into effect on December 1, 2021. In October 2021, Staff issued an RFP for a Development Fee Study and is evaluating various firms' responses. Staff anticipates recommending a firm to conduct the Development Impact Fee study to City Council during the January 26, 2022 Council meeting.

- b. Assistant City Manager – develop a plan and hire the position.

Hired Katherine Fuentes, ACM on October 2, 2021

- c. Provide a presentation and recommendations to Council on the current ordinances related to the functions of our Boards and Committees and update as necessary.

Ordinance has been updated with the First Reading at the September 8, 2021 City Council meeting and the Second Reading at the September 29, 2021 City Council meeting.

- d. Develop procedures to annually approve recurring Arts education events and proposed expenditures for the year to streamline the Council review and approval process.

Provided in Budget and separate presentation to City Council.

- e. Assign a Councilmember (or two) to serve as liaison to the Arts Commission, Parks and Community Events Commission and the Historic Preservation Commission for the purpose of meeting periodically with the Chair to help facilitate Commission work.

Council assignment to Commissions was discussed at study session on March 10, 2021 and assignments were made.

- f. Develop a mechanism for Councilmembers to be able to introduce themselves and interact with Commission members on a scheduled basis.

A schedule was developed to allow Councilmembers to introduce themselves at Commission meetings and it was discussed with Council in study session on March 10, 2021. Councilmembers have been appearing at Commission meetings.

- g. Support the Arts Commission in development of an annual Student Government Day Field Trip to inspire civic engagement; consider a Youth in government day as well.

The Public Arts Commission is scheduled to discuss this goal at their January 2022 meeting.

- h. Provide a comprehensive presentation on staffing throughout the City including the use of contracts and overtime, support services, etc.

Completed during the budget process during a series of special study session meetings.

- j. Conduct a comprehensive review of the City website with the goal of improving and modernizing the site.

The communications department has reached out to GoGovapps.com to upgrade the city's GoRequest App to be more user friendly and offer more features at no additional costs to the city. Kevin Lockwood returned full-time on July 1, 2021 and began looking at ways to improve the websites by researching broken links, taking comments from previous complaints and updating the websites to be more user friendly. We reached out to various constituents to be part of a focus group and received only a few confirmations of interest. Kevin has searched for apps to serve as a feeder for all city websites for mobile use. What he has found is that government focused apps do not offer mapping and gps capabilities for offering more interactive services, rather they are built based on taking an existing website and making it function on a mobile device. Private apps offer all these great functions but have privacy issues of selling the data to third parties and privacy notices that let constituents know that the data collected (including locations) will be shared with the City as well as third party marketers.

- k. Develop a mechanism to provide more frequent and more comprehensive budget updates.

Revenue & Expenditure reports will be sent to City Council in August for Period 1 (July), October for Period 3 (July – Sept), December for Period 5 (July – Nov), February for Period 7 (July – January), April for Period 9 (July – March), June for Period 11 (July – May). A full FYE report will be presented during the second Council meeting in October, and a MID-Year report will be provided at the City Council goal setting probably in mid-January.

- i. Begin the process to complete the required redistricting based on the 2020 Census using appropriate consulting services.

Council approved a contract for redistricting services on November 10, 2021 and the first of four required public hearings was held on December 8, 2021. The next is scheduled for January 26, 2022 and the entire process will be completed by the mid-April deadline.

- j. Provide a study session discussion on the procedures for Councilmembers to add agenda items.

Council discussed the process to add items to future agendas during a study session meeting on August 4, 2021. The Council policy implementing the change was approved by Council on August 25, 2021.

- k. Identify methods to formalize the process used for City Manager and City Attorney evaluations.

New performance evaluation forms and a procedure have been developed and distributed to Council and are available for use.

- l. Provide a presentation on options to clean-up the ambiguities on the Mayoral rotation ordinance.

The Mayoral Rotation Ordinance was discussed in study session on August 4, 2021. An ordinance implementing the revisions was adopted by Council on September 29, 2021.

- m. Review the procurement ordinance, policies and procedures.

Review provided during Study Session on December 8, 2021. Based on Council direction staff will now prepare a check list to confirm and document completion of purchasing agent duties delegated to departments.

- n. Consult with the advisory commissions prior to the goal setting session to have the benefit of their input as goals are developed.

Items were received from the Parks and Community Events and the Public Arts Commissions and included in the materials for the goal-setting session.

- o. Establish a searchable repository of Council resolutions available via the City website.

A study session discussion was held on October 13, 2021 and a budget amendment to purchase the software upgrade was approved on October 27, 2021. The searchable function will be available to the public in early 2022.

- p. Support Arts Commission objectives to bring art into the neighborhoods.

Council approved the installation of “Passages” and “Swiss Cheese” in Panorama park, bench artwork at the Library and Memorial Park, traffic signal utility box

wrapping within Downtown, and will soon consider a bench and trash receptacle painting program within Ocotillo Park.

4. Economic Development and Events

- a. Continue efforts to promote the development of the 13.5 acres and work toward the start of construction.

Staff is working closely with the developer through the entitlement review process. Staff completed the most recent review on July 29, 2021. In the intervening time, the developer has been meeting with Planning, Engineering and Economic Development staff to finalize details of the project. The third submittal and environmental reports are expected in March 2022.

- b. Formalize the City policy to promote local hiring programs in cooperation with the business sector and encourage local business to business purchasing.

Staff is working with the City Attorney to draft a non-binding agreement with future larger employers expressing the desire to hire local whenever possible. In furtherance of this goal, staff worked with Grocery Outlet and Amazon to ensure Cathedral City residents were given hiring priority. Economic Development provided Amazon hiring event flyers to various income restricted communities.

- c. Conduct some research on available, legal incentives for business attraction.

Research ongoing for additional incentives beyond the current Sales Tax and Transient Occupancy Tax Incentives adopted via Ordinance. Sales Tax Sharing Incentive provides for up to 50% rebate of the incremental increase in Sales Tax over the base, for a period of 10 years, for the expansion of an existing business within the city; and, a 50% rebate of Sales Tax generated from the relocation, or start of, a new businesses, in the city for a period of up to 10 years.

Transient Occupancy Tax ("TOT") Sharing Program is a similar principal: For existing hotels, expanding and/or renovating, the City offers a TOT sharing program of up to a 50% rebate of the new incremental TOT generated. For new Hotels, the City offers up to a 75% rebate of new TOT generated. Incentives can be up to 10 years.

In all cases of tax sharing, with a new or existing business, a third-party analysis is utilized to complete a tax sharing report prior to authorizing any share of tax as there must be a public benefit finding.

- d. Monitor the activity of providers related to broadband capability and provide an update to Council by the end of 2021.

Coachella Valley Economic Partnership (CVEP) and Southern California Association of Governments (SCAG) have secured a piggyback position to have the

required conduit for fiber included in Coachella Valley Association of Governments' (CVAG) upcoming signal synchronization project. The time frame is 2022-2024 to build out the Valley; fiber will follow.

Staff are evaluating and in active discussions with a private fiber installer to construct a City-wide fiber network. This company is currently installing City-wide fiber in Corona, Palmdale, Lancaster, Simi Valley, Placentia, and Fullerton.

5. Planning, Streets and Infrastructure

- a. Complete the SCAG grant and identify and publicize the availability of bicycle facilities/loops and off-street pedestrian paths.

This Active Transportation Program (ATP) Grant is in full progress, as the kickoff presentation was made to the City Council at the October 13, 2021 Study Session. Outreach with the community started immediately thereafter and continues at this time. The ATP submittal is scheduled for submission to City Staff for review in April 2022.

- b. Complete the review and approval process for the General Plan including the housing element and develop options to address infrastructure needs north of I-10 and in the area North of Ramon near Dream Homes.

The General Plan Update was approved by City Council at the July 28, 2021 meeting. Staff is working with the consultant to complete the associated zoning changes with additional changes to be incorporated with the approval of the Housing Element and the Municipal Code Update initiative.

The second draft of the Housing Element was submitted to HCD on October 25, 2021 (and is available on the City's website) and comments received on December 22. The Housing Element was approved by the Airport Land Use Commission on November 18. The environmental review period concluded on November 29.

- c. Develop a presentation on the downtown design standards for Council review.

A study session presentation is scheduled for February 9, 2022.

- d. Form an ad-hoc Council subcommittee (Ross and Gutierrez) to explore options for a pilot program to address parking on street sweeping days including signage and towing, text or email reminders or other options.

Council Members Ross and Gutierrez, have met and have talked with the City Manager. A proposal needs to be developed for discussion with the full Council.

- e. Provide recommendations on methods and resources necessary to expedite the plan review process including a review of normal turnaround times and causes of exceptions.

The approved budget included additional personnel necessary to improve turnaround times for development review. Positions recently filled include an

Assistant Planner, Permit Technician, two Office Assistants, and a part-time Chief Building Official.

From the Engineering Department perspective, the number of Projects that are being submitted to the City and being processed through the Planning and Engineering Departments have not declined. The Engineering Department continues to utilize Consultants to support the development review process, while in parallel, continuing to train new engineers on the development review process. All authorized positions in Engineering have been filled.

- f. Provide a presentation on the legal methods available to reduce, over time, the number of billboards in the City.

Two study session discussions were held on August 18 and November 30. As a result, a new ordinance is being developed to eliminate billboards in the City except along the I-10 corridor. Existing billboards will become legal non-conforming.

The new billboard Ordinance is scheduled for the February 2, 2022 Planning Commission meeting. Termination of the lease for the billboard on City property is on the January 12, 2022 Council agenda.

- g. Provide information through the budget process on our street maintenance efforts and funding gaps.

Additional MOE funding of \$200,000 for streets was included in the adopted budget and 5-year CIP June 9th, 2021.

Engineering has filled the vacant positions that were authorized in the budget, which provides more staff hours to complete budgeted roadway projects this upcoming year.

- g. Address a method to address the zoning code status of existing multi-family properties in single-family zones.

This will be addressed during the Municipal Code update initiative in 2022.

6. Code Enforcement

- a. Develop a new Code Enforcement model including moving from just a complaint-based system, using volunteers, rebuilding staff with a customer service focus and prepare the necessary budget recommendations.

On August 25, 2021, Staff presented the framework for a new Code Enforcement model that would focus enforcement on the abatement of violations that impact the visual environment of neighborhoods, such as outdoor storage, landscaping, wrecked vehicles, and dilapidated property conditions) and focus enforcement resources on the needs of the neighborhoods. Enforcement under the new model would include creating enforcement teams and partnering with City departments (Public Works,

Planning, Police) and other resources (non-profits, water agencies, etc.) based on the observed needs of the area; and promoting existing programs to help owners achieve compliance. Where the needs are less, less resources and smaller enforcement teams will be used.

The new model also proposed to establish an alternative enforcement strategy for minor single violations. In those instances, a door hanger will be left at the property and follow up will occur if subsequent complaints are received.

- b. Review existing procedures and resources to address Shopping Carts that are removed from the store or shopping center and develop recommendations to improve relevant codes and procedures.

Public Works and Code Enforcement Staff made presentations to the City Council at the September 8, 2021 City Council Study Session and a subsequent Special Study Session on November 30, 2021 regarding shopping carts and the current retrieval program. Public Works will start securing the shopping cart retrieval plans from local stores starting the first of the year. The Municipal Codes relevant to the subject were reviewed by Staff and the City Attorney's office and it was determined that the Municipal Code did not need to be changed. This also was presented to the City Council.

7. Parks and Recreation

- a. Re-engage with the Desert Recreation District working toward a 2022 annexation vote.

The City Manager and Administrative Services director met with DRD officials on June 30. DRD has updated the cost estimates for the original services included and reviewed with the Parks and Community Events Commission in August and with the Council in September. Staff is now working with DRD and their consultants on a plan for community engagement and on the agreement with DRD to fund the survey work, CFD establishment, annexation materials and a public education campaign.

- b. Offer smaller-scale family events at local parks.

Funding is included in the budget for the Parks and Community Events Commission to present such events and the Commission has already supported an applicant for a yoga class in the Amphitheater, which was subsequently approved by Council to begin in February.

The Parks and Community Events Commission (PACE) has already supported the "Funorama" event at Ocotillo Park this past October and is in the process of pulling together other events in the parks, such as, a Sports and Health themed event, another child focused event and a children's concert in the park type event.

- c. Take an item to the Parks and Community Events Commission to consider providing T-Ball facilities at our parks.

This was presented to the Parks and Community Events Commission on March 22, 2021 and a subsequent memo was distributed to Council.

- d. Support Parks and Community Events Commission priorities for improvements to our Parks facilities.

Park Improvement & Maintenance Plan along with \$2 million in funding approved as part of the budget process June 9th, 2021.

- e. Conduct planning and provide funding to address community desire for dog parks in the City considering both long and short-term projects.

Funding identified and approved for a Park Improvement & Maintenance Plan during the budget process.

The preliminary work and the Concept Plan for the Panorama Dog Park was completed in October and early November 2021. Staff is compiling the complete list of materials and labor for the Project to get the full costs for the Project. A Staff Report has been prepared for the initial purchase of two of the long lead items for fencing and the shade structures for the Dog Park which will be presented at the January 12, 2022 City Council meeting. The Staff Report will present options on choices of materials to purchase, as the budget is very tight. Additional materials and labor will be presented to the City Council at subsequent meetings. The target date for completion of the Project will be April 1, 2022.

- f. Pursue grants for funding of the Dream Homes Park and provide periodic reports to Council.

An approximately \$8.5 mil grant was awarded to the City for the construction of the Dream Homes Park to service the Dream Homes Community. Initial awardee meetings have been held and the next meeting on the next steps will be held in early January. From this meeting staff will seek authorized to initiate the solicitation for RFPS to design the Park.

- g. Make the CCHS pool available for community use by the summer of 2022.

Funding to operate the pool in summer 2022 is included in the FY 21-22 and 22-23 budget. The operating agreements with the DRD and the PSUSD are being finalized for Council action early in 2022.

2022 City Council Goals and Departmental Work Plans

February 16, 2022

1. Parks and Recreation

- a. Complete the budgeted parks improvements and provide periodic status updates to Council.
 - Panorama Dog Park: completed.
 - Century Park Improvements: Council authorized replacement of tot lot play equipment, shade structure, rubber surfacing, BBQs, picnic tables and benches.
 - Play equipment, shade structure to be installed when delivered in spring.
 - BBQs, picnic tables and benches to be installed this month.
 - Parking lot ADA improvements completed.
 - Bathroom ADA improvements completed.
 - Privacy doors installed in restrooms.
 - Panorama Park Improvements: Council authorized shade structures and rubber surfacing, BBQs, picnic tables and benches.
 - Shade structures and rubber surfacing to be installed when delivered in spring.
 - BBQs, picnic tables and benches to be installed this month.
 - Parking lot ADA improvements completed as well as initial ADA path of travel improvements completed.
 - Bathroom ADA improvements completed.
 - Privacy door installed in restroom.
 - Dennis Keat soccer Park: Council (1-25-23) authorized adult fitness equipment repair/replacement of units.
 - Bathroom ADA Improvements completed.
 - Privacy doors installed in restrooms.
 - Ocotillo: Council (1-25-23) authorized playground rubber replacement and adult fitness equipment replacement of two units.
- b. Complete the Cathedral City High School Swimming Pool agreements with the Palm Springs Unified School District and the Desert Recreation District for approval by Council and provide community access to the pool in the summer of 2022.
 - Completed. The pool was open to residents during June and July.
- c. Support the Parks and Community Events Commission in providing small community events in the parks including potentially a 5K run, events to introduce the community to the Desert Recreation District and events to support community non-profits.
 - The PACE Commission completed:
 - Yoga in the Park at the Amphitheater.
 - Baseball/Softball/Fitness Day at Panorama Park baseball diamond.
 - The Butterfly Festival at Panorama Park.
 - Earth Day Springfest event at Century Park.

- Supported Free Movies at Mary Pickford for children and families.
- d. Develop cost estimates for construction of new pickleball courts or conversion of existing tennis courts to be used for pickleball.
 - Listed on the 2022/23 Park Improvement Plan Schedule, the conversion of the tennis court to a Pickle Ball Court on a trial basis will be brought before the City Council for approval on March 22, 2023.
- e. Identify and evaluate options to provide a public pool and/or community recreation center in Cathedral City.
 - A community recreation center was included in Measure K, which did not succeed. regrouping options to fund community center in discussion stage.

2. Streets and Infrastructure

- a. Develop an Electric Vehicle transition plan to comply with upcoming state mandate and include consideration of providing publicly accessible charging stations.
 - This is a long - term project:
 - At this time Staff is communicating with EV charging station providers. these discussions relate to the backhouse infrastructure costs, locations for charging sites and the ability to recoup costs.
- b. Provide a comprehensive review of allowable uses of CDBG funding including information on programs and services provided in other jurisdictions.
 - This was completed with the Process for the 2022-23 Annual Action Plan and the completion and submittal of the 5 Year 2022–2026 Consolidated Plan.
- c. Develop an entryway, medians, and lighting master plan to provide appealing gateways to the City.
 - Will be undertaking an assessment of entryways and medians in the next fiscal budget year.
- d. Explore a professional services contract to gauge property owner interest and potentially develop an Assessment District to provide infrastructure in the area north of Ramon and west of CV Link.
 - City Council approved contract with Woodard and Curran (Consultant) to engage and solicit interest from four distinct areas in the Combined Sarah Street Area. This Phase 1 assessment district formation Project is underway.
- e. Conduct research and prepare a report on the history of a joint Coachella Valley Council.
 - Communicated with various desert agencies and CVAG and there is no historical information that this Council existed.

3. Finance and General Government

- a. Develop employee recognition and appreciation events and programs including opportunities to interact with management.
 - Employee appreciation lunch with Taco Truck was held on October 6, Holiday dinner was held on December 8. Quarterly meetings are offered with City Manager and department heads. Semiannual recognition luncheon and giftcard program for employees achieving City work anniversary dates of 5, 10, 15 etc.

- b. Evaluate City communications with the public and needed improvements including increased use of video and communication with Spanish speakers.
 - Communications/Events is frequently utilizing ads in El Informador, a popular publication in the Coachella Valley for Latino/Hispanic residents. We're also translating social media posts on a more regular basis, using internal staff for translation assistance when available and exploring ways to increase our Spanish video content.
- c. Provide an on-line calendar to display Amphitheater bookings.
- d. Explore providing a General Fund Capital Projects fund as part of development of the next biennial budget.
 - This will be part of the budget discussions as the next biennial budget is developed and reviewed by Council. This will include not only existing maintenance of effort (MOE) but will also provide additional funding.
- e. Work toward a successful Desert Recreation District annexation election in 2022.
 - Measure K was before the voters on November 8. Informational mailers were provided to the residents and Council approved a resolution of support. The Measure received almost 55% support but required a super majority.
- f. Develop and adopt a Facilities Master Plan.
 - In progress. 5-year Master project pipeline completed. Presented and approved contract award to MASS CO at 10/12/2022 City Council meeting.
- g. Develop and adopt an Information Technology Master Plan including consideration of providing public WiFi access in parks.
 - IT Assessment and Masterplan RFP Completed. Presented and approved contract award to Client First at 08/24/2022 City Council meeting. Public WiFi project for Panorama Park completed.
- h. Explore the development of a citywide fiberoptic broadband network.
 - The SiFi agreement to provide city-wide broadband was approved and construction and will likely start in spring 2023.
- i. Provide a volunteer appreciation event in 2022.
 - This was part of the Holiday event held on December 8. Special recognition was also provided at a Council meeting for two volunteers who provided many hours of service.
- j. Evaluate annually the additional payments for PERS and OPEB debt obligations.
 - These payments are included in the FY22-23 budget and will be discussed with Council for authorization to make the payments.
- k. Implement the Tyler Munis budgeting module and improve budget reporting to department and Council.
 - Bimonthly reporting now provided to Council along with monthly reporting to departments. Training department points of contact on financial system inquiry and reporting capability.
- l. Implement improvement to purchasing practices and procedures to align with procurement code requirements.
 - Staffing issues have slowed this process. Staffing review ongoing to address this goal. In the interim, upon department request, Purchase Orders are being issued for significant

purchases. We have implemented the financial system modules for RFPs, responses/bids, winning bid/contract to support requisition/purchasing to encumber funds.

- m. Complete a comprehensive review of Cannabis including the costs and requirements of cannabis licensing, code requirements and enforcement and taxation.
 - A complete review of the ordinance (5.88) was completed, and revisions approved by Council. A taxation review was completed and reviewed with Council. Changes were made to the cultivation tax. An additional survey and report presented to Council on January 25.

4. Code Enforcement

- a. Implement the pro-active model for providing Code Enforcement services.
 - This is continuous. Staff has begun with proactive enforcement including vehicle parking on landscape areas.
- b. Provide a follow-up presentation on the integration of the Short-Term Vacation Rental enforcement and general code enforcement teams.
 - A presentation was provided to Council on February 9, 2022. Officers have been integrated into a single team with cross-training of all officers on STVR and code compliance enforcement. Officers' schedules are rotated regularly to ensure continued training on all aspects of enforcement.
 - Chapter 5.96 Short Term Vacation Rental Units was amended in May 2022. As part of the STVR enforcement program, staff inspects STVR properties during the new and renewal permit process, reviews advertising for compliance with the STVR ordinance and provides nighttime coverage Thursday – Sunday. A phase-out and home share enforcement program has been implemented to ensure compliance with the ordinance.
- c. Evaluate and improve the GO Request app and related notification processes.
 - The City has completed the conversion to the new MyCathedralCity app and improved the overall operation of the app, while still retaining some features of the Go Request version. IT continues to work with the vendor to add and improve functionality.
- d. Continue to prioritize illegal parking enforcement.
 - Code has implemented a proactive approach to parking enforcement with results reviewed and reported weekly.

5. Public Safety

- a. Fill the authorized Ambulance Operator position and complete the transition to the ambulance operator program and provision of the third ambulance.
 - The Fire Department has hired two AO Paramedics and has conditional offers out for AO EMTs to assist in implementing the third ambulance which should go into service in March/April 2023.
- b. Provide regular, comprehensive reporting on the Homeless Liaison program including results, status of cases, clean-ups and other services provided.
 - The police department began sending a comprehensive monthly update to the City manager and City Council in March 2022. The update is generally sent out in

the beginning of each month. A HLO presentation was provided to council on August 10, 2022, during study session.

- c. Develop a Police Chief/Fire Chief and Police Officer at Your Corner program or integrate into the City Hall at Your Corner program.
 - Chief Crum participated in two virtual meetings with the community titled “Chief at your corner”. Chief Crum also attended a virtual “City Hall at your corner” on March 17, 2022. The Fire Chief and a BC were present at the “Fire Chief at your corner” meeting which was hosted online. A City Hall at Your Corner featuring the new Fire Chief was held in December.
- d. Provide increased and improved opportunities for Police and Fire personnel to interact with the community.
 - The Police Department has participated in the following events and meetings: LGBT Days- Bed Race, Neighborhood Watch meetings at Sungate and Ocotillo Park on 4-21-22, La Posada neighborhood meeting on 4-23-22, Ocotillo Park meeting on 5-1-22, Harvey Milk Breakfast on 5-11-22, State of the City 5-19-22, Coffee with a Cop on 6-1-22, multiple “Dinner with Patsy” events, Shadowcrest neighborhood watch meeting 6-23-22, River Canyon Apartments child backpack donations event on 7-5-22, City of Cathedral City Peace Initiative 9-21-22, Boys and Girls Club Meatball contest 10-2-22, Fall Festival and Clean Air Day 10-8-22, National Walk to School Day 10-12-22, Tejano Music Festival 10-29-22, Spooktacular 10-30-22, Senior Center Dinner 11-1-22, Verano neighborhood watch meeting 11-10-22, Fields of Valor 11-12-22, Peace Officer and Public Safety Awards Luncheon 11-30-22, Shop with a Cop 12-17-22, Santa for Seniors 12-21-22.
 - Fire Crews have been present at all public events to include the LGBT Days Bed Race, Spring event at Century Park, The Dog Park Grand Opening at Panorama, the Butterfly event at Panorama, State of the City address at the Doubletree, and others. The Fire Department continues to embrace community involvement and understands the importance of maintaining a positive community profile.

6. Community & Economic Development

- a. Streamline and improve the development review, permitting and inspection processes.
 - Economic Development and City Consultant Michael Kashiwagi are improving the clarity of the entitlement process by creating a Development Services Guide. This guide will assist applicants by clearly laying out the entitlement process, required steps, and City expectations of the applicant.
 - A manager for the Building Department, the Chief Building Official, has been hired and begun updating City construction standards, permitting and inspection processes and department policies and implemented training, which has improved permit turnaround times, created a predictable inspection process and streamlined the plan review process.
- b. Complete and improve the installation of the Tyler EnerGov software to automate, improve and streamline the plan review, permitting and inspection processes.

- An Energov weekly meeting has been established and includes stakeholders from Admin Services, Planning, and Building. This has proven beneficial in addressing implementation issues and progress has been made in the effort to fully transition the departments to Energov. Permit turnaround times are tracked weekly and have declined but further work is required.
- c. Complete the comprehensive update of the Cathedral City Municipal Code with initial emphasis on Chapter 9 (zoning) and Chapter 5 (business regulations).
 - The first phase of revisions to Title 9 (Planning and Zoning), which included revisions required by the General Plan and Housing Element Updates, was approved by the City Council on August 24, 2022, second reading and approval on September 14, 2022.
- d. Update and improve methods to communicate with developers, contractors and the public on Planning and Building processes.
 - See 6.a.
- e. Implement a mobile home park inspection program with associated cost recovery fees
 - The new mobile home park inspection program has been implemented, with training coordinated with HCD, and inspections are being conducted on the first park, Tramview mobile home park.
 - Under the new program, a complete inspection of one mobile home park is planned each year, with each park to be inspected a minimum of once every seven years as required under HCD.
- f. Evaluate data and work with CVEP to identify holes in the local economy and develop plans to address.
 - This is an ongoing dialogue. The Economic Development Department (EDD) continues to work with CVEP's GIS Department to identify economic and educational gaps within the City. CVEP data was used in the campaign to retain the COD Roadrunner Motors campus. In addition to CVEP data, EDD will be bringing a subscription-based contract for mobile data to Council in Q1 2023.
- g. Update the Thousand Palms annexation fiscal analysis.
 - A review of the Thousand Palms Fiscal Analysis prepared in 2018 was presented to the City Council during the August 24, 2022, Study Session. Direction was received to update the Fiscal Analysis.
 - An RFP to update the Fiscal Analysis was prepared, mailed to potential consultants, and uploaded to the City's website. Proposals are due January 20, 2023.
- h. Complete the entitlements for the 13.5 acres and work with the developer on construction documents, plan review and permits to keep the development process on target to meet the established schedule.
 - The entitlements were approved by the Planning Commission on August 13th and the City Council on September 14, 2022.
 - Engineering Department: The Parcel Map is under review with the first plan check completed and now working on second plan check.
 - Engineering Department: Construction plans and studies have submitted.

- Building Department: Construction plans have been submitted.

Departmental Work Plans

1. Administrative Services

- Finance

- Implement Tyler Munis Position Budget Control for the Next Biennial Budget Cycle (FY 2023/2024 & FY 2024/2025).
 - Training sessions have continued; Testing scheduled for fall 2022, Plan to implement for next biennial budget.
- Implement the Tyler Munis Enterprise Asset Management (EAM), Inventory and Work Order System.
 - Integrate to the existing Purchasing and Accounts Payable modules.
 - Build and Validate March – August 2022; Testing activities in Summer/Fall 2023; Implementation activities have occurred for Fleet. Implementing Public Works activities in January 2023; Inventory built and utilized for Finance items; Initiated Facilities planning and development activities in January 2023 with initial implementation activities in the second quarter of 2023.
- Commence Tyler Munis Payroll Enhancements.
 - Advanced Scheduling for Public Safety & Dispatch.
 - Tyler Demo completed Spring 2022. Pursue after Time Clock Implementation. This will replace scheduling activities currently done with InTime (Police) and Telestaff (Fire).
 - Time Clocks.
 - Tyler Demo completed Spring 2022. Hardware purchase in IT integration with Tyler Executime Fall 2022. Initial implementation is for all non-exempt NonRep and AFSCME employees, will then move on to nonexempt sworn police staff. Testing Time Clock technology. Goal is to implement by April 2023.
- Issue a Pension Obligation Bond (POB) for Public Employee Retirement System (PERS) Unfunded Actuarial Liability (UAL).
 - Completed April 2022.
- Complete Cathedral City Municipal Code (CCMC) Update.
 - Participated in Internal Cannabis Work Group for changes to Chapters 5 and 9; Chapter 14.12 Sidewalks considered in February 2022 but decided not to move forward at that time.
- Streamline and Enhance Cannabis/Business Licensing Processes.
 - Implementing EnerGov Licensing Module – licenses are now issued via email (for those vendors with an email (approximately 90%). Also, exploring outsourcing BL function as a whole.

- Now have Cannabis licensing in EnerGov Licensing software, which has moved this to a more automated process.
 - Have utilized the EnerGov licensing module for other related recurring type permits, e.g., Home Occupation, STVR.
- g. Review and Implement Internal Processes for Purchasing (i.e., Purchasing Checklist).
 - See Purchasing activities above paragraph 3.I. Ongoing.
- h. Support the Desert Recreation (DRD) Formation.
 - Went to the Voters November 2022. Exploring other alternatives.
- i. Create an active Risk Management Role/Function with Departments/Divisions to Mitigate Potential Litigation.
 - This will need to be moved to FYE 2023-2024 due to staffing, financial resource issues. Will incorporate into the biennial budget process for review and consideration.
- **Information Technology**
 - a. Deliver an IT Strategic Master Plan - In Progress.
 - IT Assessment and Masterplan RFP Completed. Presented and approved by City Council August 24.
 - b. Conduct a Technology Audit – to be incorporated in the Tyler EAM and Inventory modules.
 - Laptops, desktops, iPads, etc.
 - Cell phones
 - Shared vs. private printers.
 - In process. Year-long project as part of the Enterprise Asset Management Deployment.
 - c. Increase Stability & Speed of Wi-Fi Connection by Upgrading City Hall Wi-Fi.
 - The necessary AP (Access Point) is delayed. ETA January 2023.
 - d. Add Web-link to Laserfiche (2021 Council Goal #3-q).
 - The link is now on the City's Website under Public Records on the home page. This link will take users to a page where they can submit a public records request, search the document center on the City's website or search the repository for Laserfiche.
 - e. Migrate PD users back to Cyrun Alliance CAD/RMS.
 - Completed.
 - f. Implement a Fuel Management System to integrate with the Tyler EAM.
 - In process. Presented and approved by City Council August 10. Awaiting Hardware delivery. Coordinated Implementation with Fleet coordinator; Anticipate 1st quarter 2023 installation.

- g. Continue to improve serviceability by adding/updating hardware and/or adding/updating server software, such as operating system, database, email systems, file server systems, and telephone systems.
 - Upgraded the newer Servers/Storage providing for better CPU, more memory, increased/faster storage specifically for various applications used by all departments.
- h. Continue improving GIS data and mapping system.
 - Updated several mapping layers to include address, road centerline, street intersections, building footprints, vacant parcel, school district, water district, hydrants, poles, signals, signal cabinet, streetlight, voting districts. This is an ongoing project.
- i. Continue utilizing/training staff on Office 365 to provide cloud storage, cloud email system, online collaboration, conferencing, instant messaging, and new office versions.
 - Ongoing. Due to significant staff changes, training has been geared to getting new staff up to speed on existing city and specific department processes and software.
- j. Continue improving IT Security hardware & software solutions to include the deployment of a yearly IT Security Awareness Training.
 - Added firewalls/network anti-virus on all remote sites, deployed new anti-virus software, deployed security awareness training, deployed a new vulnerability scanning/update server.

- **Facilities**

- a. Leverage the Facilities Reserve Study Plan to Initiate a Facilities Master Plan Strategy.
 - Identify necessary improvements over the next five years.
 - 5-year project pipeline completed. Will be developing the additional components of the Master Plan over the 2023/2024 budget time period.
- b. Beautify the Downtown Area by:
 - Repaint the purple streetlights throughout the downtown area.
 - Bids are being secured. Anticipate completion Spring 2023.
 - Replace the flower planters on the handrail columns leading from the Paseo to the rear north parking lot.
 - Flower planters will not be replaced as the water drains have caused structural damage within the handrail columns; thus, the flower planters were removed, damage within structure of concrete repaired, filled and capped. This may be an area for future artwork or some other alternative not water related or anything that would catch rainwater.
- c. Remove & Replace 22-year-old window tint at Fire Station 413 entrance lobby and the west facing windows.

This has become more than just window tinting. Many of these older windows (25 years) and frames have become warped and caused spacing between the glass and frames. Most of the windows need to be replaced, reframed and tinted. Pursued three vendors and awarded to best respondent and qualified vendor. Anticipated completed spring 2023.

d. Civic Center Initiatives to include:

- Repainting the jail.
Completed.
- Replace the exit signs.
Completed.

2. Planning and Building

- **Planning**

a. Complete General Plan Update (Phase 2 - Zoning).

The required zone changes for consistency with the General Plan Update were approved by City Council on August 24, 2022.

b. Complete Housing Element Update.

The required zone changes and Municipal Code updates were approved by City Council on August 24, 2022.

Staff is working with our consultant to address HCD's comments received on August 15, 2022.

c. Complete CCMC Updates – Chapter 9 (Priority 1 & 2).

Phase 1 of the comprehensive update to Chapter 9 was approved by City Council on August 24, 2022.

d. Complete Billboard Ordinance Update.

Ordinance 860, prohibiting new billboards in the City, was approved by City Council on April 27, 2022.

e. Development & Project Support.

- Streamline Entitlement & Approval Process (CCMC Updates).

Phase 1 of the comprehensive update to Chapter 9 approved by City Council on August 24, 2022. Examples of streamlining include the new ADU Chapter and changes to uses that previously required a CUP such as small gym facilities and garages over 800 square feet to permitted uses. The updates also included a provision allowing legally permitted multi-family units to remain as "conforming" in R1 single-family zones.

- Reduce Plan Review Timeframes.

Plan review times for both minor permits, including walls, patio and solar, and major permits for new home and commercial construction have been reduced a minimum of 50 percent. Staff is continuing to review internal processes and procedures with the goal of offering limited over the counter permitting for minor permits in the near future.

- Update Applications & Submittal Requirements.
 - Majority of applications have been updated to reflect the new fee schedule and submittal requirements have been updated with additional updates expected with the completion of the development streamlining initiative. Handouts have been updated to reflect the changes from the Comprehensive CCMC update.
- f. Update Downtown Specific Plan.
 - Explore Design Guidelines.
 - A review of the Downtown Design Guidelines was presented in a study session on March 9, 2022.
- g. Architectural Review Committee- fill landscape architect position.
 - Staff continues to work with the City Clerk's Office to fill the position.
- **Building**
 - a. Implement Energov (Phase 1).
 - Complete Transition from Permits Plus (old system).
 - Transitioning from Permits Plus is the critical path to offering online permitting and electronic plan review. Therefore, the priority has been completing requirements for the transition including permits, inspection cards and reports. The staff implementation team has been meeting weekly to resolve issues and provide improvements and enhancements for complete transition from Permits Plus.
 - Implement Online Permits & Payments.
 - The staff implementation team has been working with Energov to initiate online payments, with online permitting to be a later phase after the complete transition from Permits Plus is completed.
 - Implement Electronic Plan Submittal & Review.
 - This will be a later phase when transitioning from Permits Plus is completed. However, the existing electronic plan submittal through email, developed during Covid, has remained in place, and is the preferred method by customers, and will assist in the transition to Energov's electronic plan review module.
 - Implement Inspections Module (Online and In-Field Results).
 - The staff implementation team has been working with users on the first phase (recording of inspections from the office) of the inspection's module. In-field results will be part of the second phase of implementation.
 - b. Development & Project Support.
 - Reduce Permit and Plan Review Timeframes.
 - Cross-training Staff.
 - The cross-training of staff is on-going, but the initial results have been positive as permitting and plan review turnaround times have been reduced.
 - Implement Intern/Volunteer Program.

- Building and HR Staff worked with College of the Desert to establish an intern program. Unfortunately, the first intern under the program did not meet the City's program requirements.
- Provide Friday Inspections.
 - The demand has not been sufficient to warrant having an inspector available on Fridays, which would potentially require contracting another inspector as Monday – Thursday requests remain high.
- c. Adoption of 2022 Codes.
 - The adoption of the 2022 California Building and Fire Codes was completed with an effective date of January 1, 2023, in compliance with the State requirements.
- d. Implement Mobile Home Parks Inspection Program.
 - The mobile home parks inspection program has been implemented and inspections have begun on the first mobile home park, Tramview.

- **Code Enforcement**

- a. Implement Proactive Code Enforcement in Four Neighborhoods.

- Obtain 75% Compliance Threshold.
- Leverage Interdepartmental & Interagency Partnerships.
 - While staff vacancies continue to be filled, Code Compliance pivoted its strategy to focus on specific violations that create visual blight, and this strategy was implemented in three areas totaling over 1,000 properties.
 - Parking enforcement along Cathedral Canyon (100+ properties) resulted in 52 citations issued.
 - Visual Blight Enforcement – area bounded by Cathedral Canyon, 33rd St., Ramon Rd and Date Palm Dr. (400+ properties).

	Illegal Dumping	Garbage Containers	Shopping Carts
Total	89	108	25

- Visual Blight Enforcement – area bounded by Ramon Rd., McCallum, Landau Blvd and Avenida Maravilla (500+ properties). Code compliance officers have begun the vehicle abatement process on inoperative vehicles.

	Inoperative vehicles	Parking on unimproved surface	Garbage Containers	Shopping Carts	Bulky Items
Total	24	13	66	6	26

- b. STVR Program, Implement Phase II.

- Enforcement of Unpermitted STVRs, Advertising & TOT Remittance Violations.
 - Code Compliance continues to enforce the STVR ordinance. Code officers respond to complaints and review the Deckard report for unpermitted STVRs. Advertising is reviewed on an ongoing basis to coincide with permit renewals. Code Compliance continues to work with Finance regarding TOT remittance.
- Leverage STVR Compliance Officer Resources

- The STVR compliance program and officers have been integrated into the Code Compliance Department and have been trained on general code compliance enforcement, including building violations and weekend enforcement. All new officers hired are being trained on code compliance programs, including vehicle abatement (public and private property), STVR enforcement and general public nuisance enforcement.
- c. Weekend Enforcement.
 - Code Compliance continues to provide weekend coverage. Code Officers work off a checklist that includes patrolling for unpermitted construction activity, unpermitted garage sales, patrolling of major corridors and patrolling of commercial centers.
- d. Institute Saturday and Sunday coverage.
 - Code Compliance continues to provide weekend coverage. Code Officers work off a checklist that includes patrolling for unpermitted vendors, unpermitted construction activity, unpermitted garage sales, patrolling of major corridors and patrolling of commercial centers.
- e. Implement Strategy to Manage Unpermitted Vendor Activity.
 - A new Sidewalk Vendor Ordinance has been developed and received first reading by the Council on January 11, 2023. The new Ordinance will improve enforcement and provide additional tools for managing unpermitted sidewalk vendor activity.
- f. CCMC Update.
 - Complete Update to Chapter 5.96 – Short Term Vacation Rental Units.
 - Chapter 5.96 was updated on April 13, 2022. This has been completed.
 - Complete Update to Title 13 Code Enforcement and Remedies.
 - This item is pending, to coincide with the comprehensive update.
 - Participate in City-wide Update on Chapters That Relate to Enforcement.
 - Code Compliance participated in the review of and provided input on changes to Title 9 (Zoning) that relate to enforcement.
- g. Improve Utilization of City Attorney's Office.
 - Fine Recovery.
 - Notices of Pendency have been recorded on all STVR properties that were issued citations of \$2,500 or more. The Pendency clouds the title of a property and the City will remove it upon payment of outstanding fines. Additionally, the City's vendor, after routine attempts to collect, pursues payment through FTB holds or collections. The City Attorney will retain a firm to commence small claims.
 - Pursue Civil Remedies.
 - Code Compliance staff continues to meet regularly with the City Attorney's office on referred code compliance cases.
- h. Volunteer Program.
 - Enlist 2 volunteers.
 - Staff vacancies and training has affected the resources needed to implement a volunteer program.

3. Economic Development

- a. Promote Citywide Development Opportunities.
 - The promotion of city-wide development opportunities is an ongoing priority and activity. Promotion includes speaking with potential tenants, developers, brokers, and current business owners.
- b. Complete 13.5 Acre Entitlement (SW Corner of Date Palm Drive/East Palm Canyon).
 - With City Council's full project approval on September 14, 2022, the Economic Development Department is working with Fountainhead Development to think ahead and address necessary components of the final parcel map ahead of their full submission of the final parcel map. After having helped Fountainhead Development attract a national apartment tenant, EDD continues to assist FHD in retaining this builder. Rising interest rates and a troubling economic forecast has caused the apartment developer to lose all but one potential capital partner.
- c. Market 5 Acres (Adjacent to Napa Auto Parts).
 - Marketing is underway.
- d. Promote Horizontal and Vertical Development of North Cathedral City.
 - The Council's approval of the North City Economic Development Resolution (EDR) was a significant step towards accomplishing this goal. Immediately upon approval, the EDR has been sent to land owners, brokers, and investors and has been posted on City websites. On the latter half of the year, EDD has been speaking with three groups interested in the north city area. EDD is also working with Councilmembers Gregory and Ross and the Engineering Department to build key stakeholder support (CVAG, Congressman's office, Assemblyman's office, Desert Hot Springs, etc.) to fund the remaining design and construction needed to build out Varner Road. The design and construction of Varner Road could be done in three phases (Palm Drive to Mountain View, Mountain View to Date Palm, Date Palm to Bob Hope).
- e. Complete & Implement the Development Impact Fee Study.
 - Ongoing priority. A status update was provided during the October 14, 2022, City Council study session. A draft report will be circulated in Q1 2023. The finalized report is expected to be ready for adopted by or before Q2 2023.
- f. Retain College of the Desert's (COD) Road Runner Motors Project.
 - Ongoing priority. The April 2, 2022, rally was the turning point, forcing the COD Board of Trustees to reinstate a CC RRM after cancelling and abandoning the project in June 2021. The CC RRM is still in the design phase. The Economic Development team is also working to support the full build out of the Palm Springs COD campus. While not located within Cathedral City, the full build out of the PS COD campus will provide invaluable opportunities for Cathedral City residents.
- g. Strengthen and Diversify the Cannabis Industry Business Cluster.
 - Ongoing priority. Recently accomplishments included facilitating Southern California's largest cannabis-industry trade show for the second year and working to attract the same back for year three despite a change in ownership and building use. Have worked with the Development Services team to support the completion

and ultimate operation of the former Sunniva property. Working with the City Manager's office to complete a thorough analysis of the environment Cathedral City cannabis businesses are facing. This analysis included a detailed survey and in-person interviews. Other Valley cities' cannabis tax structures were also evaluated.

- h. Continue to Equitably Locate Public Art Throughout All Five Districts.
 - Ongoing priority. Accomplishing this goal through strategically facilitating the Public Arts Commission, shortening response times on key initiatives, and proactively leveraging the capabilities of each commissioner. The City's largest single art installation, the Bringas Bridge, was completed on time and under budget.
- i. Continue Supporting Planning and Engineering Entitlement Efforts.
 - Ongoing priority.
- j. Improve educational attainment within the City and West Valley.
 - EDD continues to volunteer for the annual Cathedral City High School Data mentor program during personal time. Mentor activities include providing books, periodic lunches, and motivating discussions each month. The books, journals, and food are a personal expense; no city funds are used. EDD is working with the Greater Coachella Valley Chamber of Commerce to restart educational programming offered to Cathedral City businesses. EDD is also supporting the full build out of the Palm Springs COD campus. The full build out of the PS COD campus will provide vital opportunities for Cathedral City residents. EDD continues to monitor COD's execution of the Cathedral City Roadrunner Motors campus.
- k. Engage Tribe on Local Development Partnership Opportunities.
 - Maintains contact with the tribe on a periodic basis. Offers and discusses development and/or collaboration opportunities.

4. Fire

- a. Initiate the Accreditation Process for Center for Public Safety Excellence (CPSE).
 - Work has not started on the formal accreditation process. The gathering of data and data sets needed for the accreditation process has started. The community risk analysis, strategic plan and standards of coverage outlines and timeline for each has been established. Initiation of the accreditation process will be dependent on the Battalion Chief who is the program administrator and his expected retirement.
- b. Reduce Emergency response times through data assessment and technology.
 - Mobile Data Computers have been installed in nearly all fire apparatus to include wireless routers. Additionally, all stations are near completion with the US Digital Design G2 alerting system. Together these two programs will work together to improve response turn-out time. It will take a year to be able to evaluate response time data. There are some technical difficulties that are still being worked through.
- c. Develop a plan to create a fulltime Fire Marshal position.

- Currently working on a workload analysis of the fire prevention program as well as the workload of the current employees assigned to the fire prevention division.
- d. Improve Out-of-Hospital Cardiac Arrest Outcomes with increased development of High-Performance CPR.
 - High-performance CPR training has been completed and we are working on a departmentwide CQI process to determine best metrics to determine success.
- e. Provide Update to City Council on the Ambulance Operator program progress and implementation of phase two.
 - Recruitment and placement of AO EMTs and AO paramedics has continued to be a challenge. We are currently recruiting for three vacant paramedic positions and seven vacant AO EMT positions. Based on an aggressive outreach recruitment and hiring practices we expected to have all AO positions filled by June 1, 2023.
- f. Reduce workplace injuries by creating a peer review process for injuries and near-miss accidents.
 - Safety and wellness committee has been established with representatives from firefighters Union and HR first meeting is planned for February 2023.
- g. Continue Fire Service migration to PSEC.
 - The fire department continues to monitor the progress of other agencies in Riverside County that have, or are, transitioning to PSEC. \$260,000 was earmarked for upgrades to the Fire Repeaters in this 2022/2023 budget. The fire department has identified that it is feasible to transition and expects the other agencies to transition eventually. Murietta Fire is the first to transition. No further action has been taken on the migration to PSEC.
- h. Improve Fire Department's Use of Technology.
 - MDB and G2 alerting learning system is complete. Initial meeting has been set for EMD.
- i. Complete Installation and Implementation of call alerting system at Stations 412 and 413.
 - New alerting system has been installed at stations 412 and 413.
- j. Improve Data Accuracy by Implementing New Mobile Data Books (MDBs).
 - All Frontline equipment have the new MDB books, medic 412 still needs a new MDB purchased and installed.
- k. Improve Firefighter Safety by Replacing Station 412 Breathing Air Compressor.
 - No action has been taken on the compressor, but replacement should be added to the next budget cycle.
- l. Develop renovations plans for Fire Station 412 and 413 to prepare for grant applications.
 - A walk-through of all Cathedral City fire department facilities has been set up with the city facilities Department to identify areas within each station that need to be improved.

- m. Develop a plan and adopt the next California Fire Code.
 - The 2022 Uniform fire code has been adopted by the city.

5. Police

- a. Prevent & Suppress Crime.
 - Named the top 50 safest cities in California for the second year in a row.
 - The basic mission of the Police Department is suppression of violent crime and property crime in Cathedral City.
 - Increased Gang Unit staffing, RING Community Program, Nextdoor.
- b. Increase staffing ratios.
 - Two sworn positions were added through the PACT funding.
- c. Maintain Priority One Response Time Within Seven Minutes.
 - A priority one call is an incident where there is imminent danger of loss of life or property.
 - Designated personnel to track CAD responses on a routine basis.
 - Evaluating the size and coordination of beats and deployments to ensure efficient and effective responses.
- d. Maintain, Embrace & Engage Partnerships with the Community.
 - Shop with a Cop, Santa for Seniors, Spooktacular, Neighborhood Watch, Citizens on Patrol, Police Explorer Program, Police Cadet Program, Citizen Police Academy.
- e. Enhance Police Department Technology.
 - ATAC/RAIDS Online, crime statistics access for community.
 - Transition to Alliance CAD/RMS server system.
 - Continue the transition from ERICA to PSEC to establish countywide communications interoperability.
 - Intelligence-led policing through analytics.
 - 19 Flock cameras throughout city.
- f. Identify & Address Emerging Policing Trends within Our Own Community:
 - Seek grants that assist in serving our community.
 - OTS grants, Tobacco grants, Cannabis grants.
 - Improve Homeless Liaison Program.
 - Partner with the County to add a CBAT mental health technician to the HLO program. County position was just filled and the technician started in October.

6. Engineering and Public Works

- **Engineering**
 - a. Complete a Pavement Management Program update.
 - City Council approved consultant to complete the City's Pavement Management Program:
 - Staff and Consultant have started the work on the Project, GIS files have been transferred and the street assessment has started. Staff anticipates completion of the Project in April /May 2023.
 - b. Bridge the digital divide by proposing citywide broadband infrastructure.

- Processed Si Fi agreement and continue to work on permits for Verizon and Frontier for their Broadband infrastructure installation.
- c. Streamline the development review and permitting processes.
 - Continuing to improve the development review process with the use of outside plan checkers and utilizing an all “electronic” submittal process.
 - HR is currently recruiting the Land Development Engineer position that will assist the Engineering Department and Directors in working with developers as a primary task.
- d. Participate in the comprehensive CCMC update.
 - Working on portions that affect the Engineering and Public Works Departments as other Departments update sections.
 - This past year Engineering completed updates to the Municipal Code in the following areas:
 - Undergrounding of Existing Overhead Facilities.
 - Dogs in the Parks.
- e. Work with Public Works division to complete budgeted park improvements.
 - 2022/23 Park Improvement Plan Schedule has been distributed and Staff is following the timelines and dates items will be presented to the City Council.
- f. Utilize additional consultants for Staff augmentation.
 - Engineering has successfully brought on consultants to bolster the gaps in being able to complete work. As City Council authorized positions for the Department are filled, use of consultants will be reduced.
- g. Fill Engineering vacancies.
 - Recruitments for the following positions are underway with HR:
 - Land Development Engineer.
 - Engineering Technician I.
 - Analyst I/II.
 - Administrative Assistant I.
 - An approved existing Assistant Engineer position may or may not be reclassified and will be determined as newly authorized FTE positions are filled.
- h. Complete construction on Capital Improvement Projects:
 - Ofelia Bringas Memorial Bridge.
 - Completed.
 - Citywide striping.
 - Completed.
 - Century Park neighborhood street rehabilitation.
 - Completed.
 - Via De Anza Street rehabilitation.
 - Near completion.
 - Sarah Street rehabilitation.
 - Completed.
 - Ramon Road REAS.
 - Completed.

- Corral Road REAS.
 - Completed.
- Avenida Los Ninos surface widening.
 - Completed.
- HSIP Cycle 9A – 10 Intersections.
 - Design near completion.
- Panorama Dog Park.
 - Completed.
- ATP Cycle 5 Grant Projects.
 - Waiting for BIA land leases to be completed.
 - Complete East Palm Canyon Bicycle Lanes.
 - Complete Plans & Start Construction on Date Palm Drive – EPC to Perez Road.
 - Complete Plans & Start Construction on Cathedral Canyon Multiuse Trail.
- Complete design on Capital Improvement Projects:
 - Dream Homes Park.
 - Design continuing.
 - Traffic Signal at Landau Blvd. and McCallum Way.
 - In design.
 - East Palm Canyon MUP and Widening.
 - In design.
 - Second Street Dog Park
 - City Council authorized a consultant to provide a basic schematic plan for the Project. Consultant has visited site and commenced work on the plan.
 - ACBCI funded Date Palm Drive Improvements.
 - Consultant's contract approved by the City Council and the consultant has commence the design work.
 - CVAG Partnership Projects.
 - Varner Road and Date Palm Drive:
 - CVAG and City Staff are working to continue the existing Date Palm Drive I-10 to Varner Road Project and are soliciting the original consultant on an addendum to continue the design work for the full width segment of this roadway. Once a proposal is submitted Staff and CVAG to determine the next step.
 - CVAG and City Staff are working to secure a proposal for the ultimate design, with phases, of Varner Road from Palm Drive to Date Palm Drive as part of CVAG's Blowsand and Flooding initiative. Once a proposal is secured from the consultant, CVAG and Staff will determine the next steps to present to the CVAG Transportation Committee.
 - City Staff and Councilmembers Gregory and Ross held a meeting with Federal, State and Local representatives regarding Varner

Road in an effort to place this segment of roadway as a roadway of regional importance connecting underserved communities and is an I-10 emergency bypass segment. The meeting placed the roadway at the forefront of attendees for securing funding through Federal/State programs and grants.

- Complete Design of CVAG/CV Link Traffic Signal at Canyon Shore Drive.
 - Working with CVAG Staff and Consultant on Warrant Study timing for the intersection site. Will take place in the next 60 days.
- Partner with CVAG to Initiate the Design of Varner Road (Palm to Date Palm Drive). See above.
- Complete Design & Start Construction of Date Palm Widening (I-10 to Varner). See above.
- Complete Funding Agreement & Design for Los Gatos/Date Palm Improvements.
 - Staff is engaging CVAG on its ability to assist in the funding of this Project as proposed initially by CVAG.
- **Public Works**
 - a. Paint Red Curbs throughout entire City.
 - Project started completion date February 2023.
 - b. Enforce Shopping Cart Retrieval Program.
 - On-going and 2023 program verifications underway. Outreach continues with grocery stores. Working well, with the exception of Dream Homes, which carts come from Palm Springs stores, thus continuing outreach with these out of City stores.
 - c. Complete the Panorama Dog Park w/Engineering.
 - Project Completed
 - d. Implement Asset Management System for street signs.
 - Implementing a labeling program to assist with inventory. Will be budgeting in next fiscal year's budget for a consultant to perform and provide a field inventory of all City signage.
 - e. Inventory accounting for future maintenance of City owned infrastructure.
 - Inventory 100% completed with information provided.
 - f. Claims support.
 - Process implemented in partnership with the Finance Department and Risk Management.
 - g. Sign pollution reduction.
 - Updating all signage, adding Spanish and combining multiple signs into one. Program on-going.
 - h. Continue Water Efficiency Renovations/Beautification projects:
 - Medians, Parkways & Retention basins.
 - In process, renovated the following: Whispering Palms Parkway, Avenida Quintana median.
 - Lighting and Landscaping Districts (LLDs).

- Landau Manor/Homes, Alicante, Santoro Cimarron perimeters completed.
 - Century perimeter in process.
- Install more shade trees.
 - Adding shade trees to Panorama Park and Century Park perimeter.
 - Added shade trees to LLD's Landau Homes, Landau Manor, Santoro and Cimarron.
- i. Implement successful SB 1383 programs for Commercial/Multi-Family and Residential.
 - Commercial Business Recycling Campaign City Council approved January 2022. Program completed.
 - Residential Roll Out Program City Council approved June 2022. Program roll out process in progress.
- j. Implement Fuel Management System (card reader at fuel pumps).
 - Council approved implementation and equipment is starting to arrive and installation will occur in the next 30 to 60 days.
- k. Explore Electric Fleet Implementation and Electric Vehicle Supply Equipment (EVSE) and publicly accessible charging stations.
 - Continuing to monitor regulations, discussions with other agencies and efficiency of electric vehicles within a work fleet.
 - Interviewing EV charging companies on cost, infrastructure support costs, recuperation of investment costs and potential viable locations.
 - Continuing to monitor grants in this area.
- l. Utilize Fleet Asset Management System for rolling stock.
 - Completed and continuing to debug Fleet Enterprise Asset Management program within Tyler Munis.

7. City Administration

- a. Update the Records Retention Schedule & Implement Citywide Records Management System.
 - Completed. Records retention schedule approved by Council.
- b. Manage the 2022 Municipal Election
 - Completed.
- c. Conduct a Class & Compensation Study.
 - RFP will go out this spring in preparation for implementation during the 2023/24 budget year.
- d. Negotiate Five Collective Bargaining Contracts.
 - POA completed May 2022.
 - PMA completed in January 2023.
 - AFSCME – In progress.
 - PFA, FMA – In progress.
- e. Review the Viability of Technology Stipends and Car Allowances to reduce costs and improve efficiency.

- Technology Stipend and Car Allowance approved in the Regulations Covering Executive, Administrative, Professional, Confidential, and other particular employees.
 - Technology Stipend effective 7/2022.
 - Car Allowance – on hold until fleet audit is completed.
- f. Launch an Employee Appreciation Committee.
 - Target Date: Fall 2022.
 - Began a focus group that targets new employees on how they learned about our job opportunities and why they applied, as well as their experience through the hiring process and initial working period.
- g. Expand the City's 2022 Special Events.
 - No action due to vacancy in Communications and Events Manager position.
- h. Improve the City's Website.
 - Discovercathedralcity.com has been updated and a new arts commission page has launched. Improvements to other websites are planned.
- i. Support the Proposed DRD Annexation and 2022 Measure.
 - The measure was on the ballot and staff provided information to voters in line with what is legally allowed.
- j. Partner with PSUSD on Cathedral City High School Summer Pool Program.
 - Completed for Summer 2022. Working on agreements for summer 2023.

CITY OF CATHEDRAL CITY

5 YEAR STRATEGIC PLAN



Cathedral City

Update to the City Council
January 27, 2024

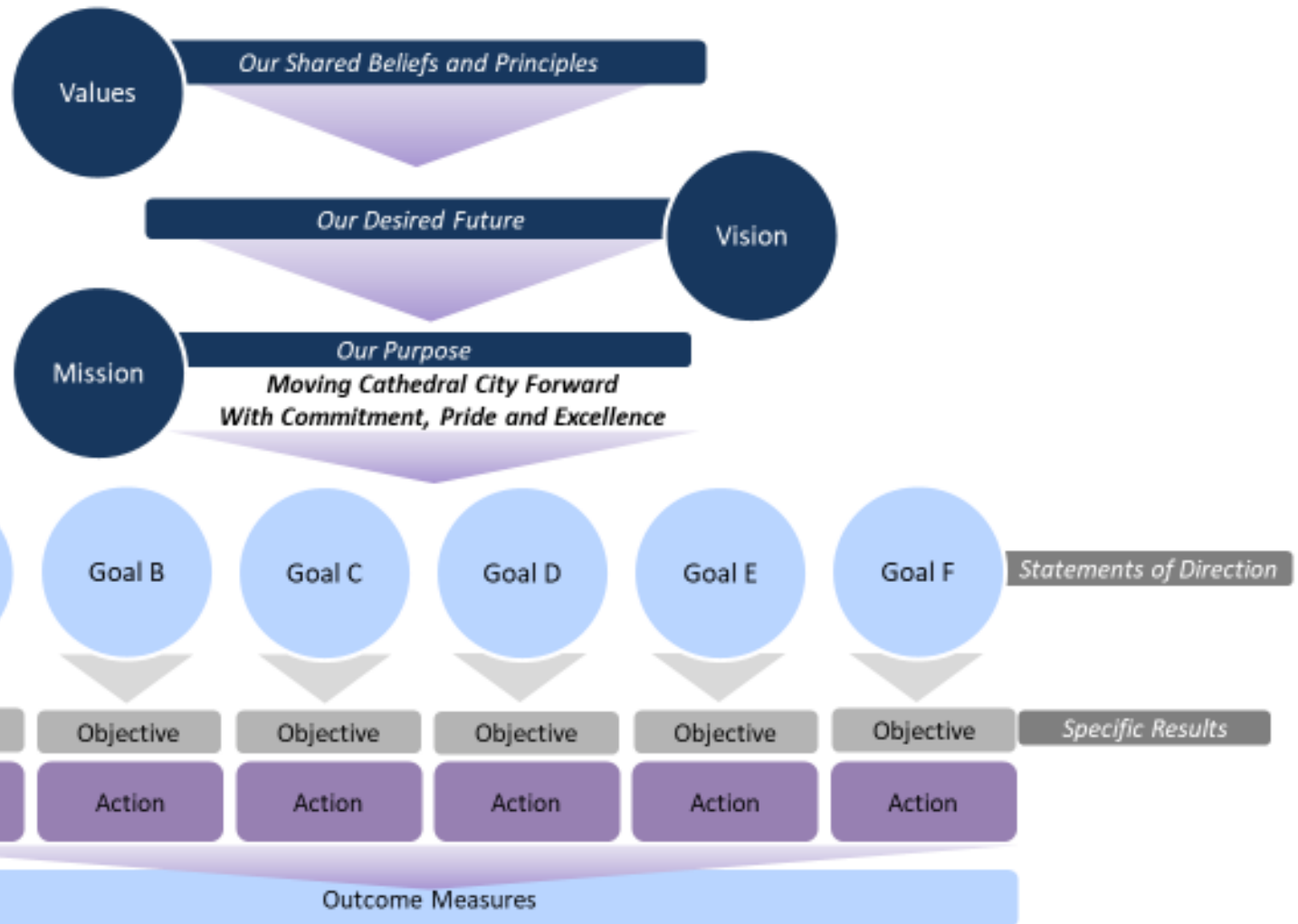
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Strategic Plan Overview



January, 2024

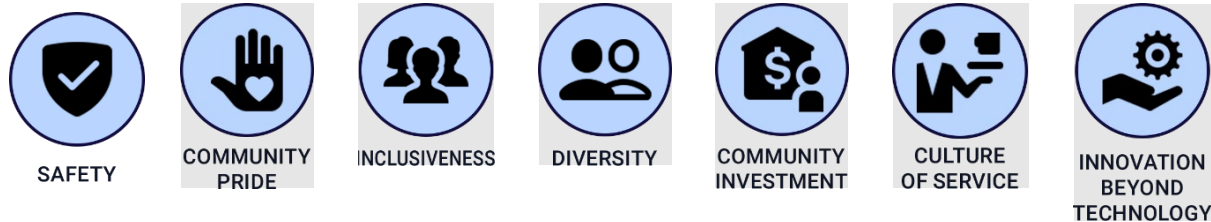
Strategic Plan Framework



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

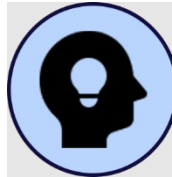
GOALS AND OBJECTIVES

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	Study the need to reallocate staff resources including the use of contracts		X		CMO	All Departments
	Progress	Dept		Status		
	HR reviewing vendors such as CPS, Lincoln (EAP), PERMA and others for built in resources that can minimize staff burden.	CMO		HR partnered with CPS to draft interview questions. Department Heads will no longer have to create questions. Will continue researching other resources.		
	ACM and Development Services reviewing the need for possible contract planners to address volume of work in light of staff vacancies and capacity.	CMO/DEV SVCS		Development Services is currently contracting with two contract planners and is using contractors for plan check and building inspection services. Within the next 12 months, Dev Services/Building will be going out to an RFP for plan check services (following the implementation of EnerGov). Code Compliance released an RFP for STVR contract services, and a new contract was completed.		
		FIN		Ongoing. Finance is reviewing existing maintenance vendors to update contracts.		
	Inform the City Council of the current use of contracts.	CM/FIN/PW		Staff will conduct a Study Session with the City Council on the use of contracts throughout the organization.		
A-2	Review Comparison data on Council salaries and the process to update if warranted	X			CMO	
	Progress	Dept		Status		
	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.		
A-3	Consider a Fire Cadet program to introduce youth to the potential for careers in fire and emergency service		X		Fire/HR	

	Progress	Dept	Status				
	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	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.				
A-4	Develop a professional development program to enhance career development opportunities, strengthen organizational capabilities, and increase organizational capacity		X			HR/CMO	All Departments
	Progress	Dept	Status				
	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.				
	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).	HR	Completed/ongoing				
	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 will be doing a monthly "Technology Days" to provide training. Waiting for additional staffing.				
A-5	Implement professional and career development initiatives and programs which strengthen organizational capabilities and increase organizational capacity			X		HR/CMO	All Departments
	Progress	Dept	Status				
	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.	HR/CMO	Current Programs: <ul style="list-style-type: none">LCW Public Sector Employment Relations CertificateMunicipal Management Association of Southern California (MMASC) available to employees				

	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.					
	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.	
A-6	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"> Quarterly Meetings allow recognition and appreciation of employees for achievements, performance, innovation, and efficiencies. Bi-annual recognition luncheon in honor of employees who reach milestones – 5.10.15.20.25.30.35... years of service. 	CMO/HR	Completed.			
	Programs to recognize innovation	CMO/HR	Work has not begun on this initiative,			
A-7	Develop staff team building activities to encourage cohesion and foster a spirit of collaboration			X	HR	All Departments
	Progress	Dept	Status			
	2023 – Events <ul style="list-style-type: none"> City Hall Selfie Day August 15 Baseball Opening Day Holiday Secret Santa/Potluck Halloween Dress-up Day Hispanic Heritage Month/Potluck Hurricane Hilary Staff Appreciation 2024 – Calendar of events in the works. 03/28/24 – Management Team Teambuilding event	HR/COM/ CMO	Completed/Ongoing.			
A-8	Establish workers compensation criteria and guidelines to utilize staff with light duty limitations			X	HR	All Departments
	Progress	Dept	Status			

	Policy issued.	HR	Completed.			
A-9	Initiate a Class and Compensation Study to benchmark and proactively identify compensation issues which impact employee retention and employee attraction		X			HR
	Progress	Dept	Status			
	RFP in the works	HR	This project was temporarily on hold due to Hurricane Hillary. We will finalize the RFP and wait for approval to roll it out.			
A-10	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		X	X	X	CMO
	Progress	Dept	Status			
	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	Completed.			
	Implement a SharePoint site to post weekly updates by staff. Implement a separate site for Strategic Planning.	IT	Strategic Plan SharePoint Site completed.			
A-11	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				X	CMO
	Progress	Dept	Status			
	Community Satisfaction Survey.	CMO	This will be included in the next bi-annual budget to be conducted prior to the 2026 strategic planning workshop.			

- Actions listed in blue are City Council strategic priorities.
- Completed Items
- 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		PW/Engin	Finance
	Progress	Dept		Status		
	Will be incorporated into the Climate Action Plan Update RFP as a separate module.	PW		This item stalled as a result of Tropical Storm Hillary. This project has been reinitiated and Engineering and Public Works Maintenance will be putting together the RFP next month and sending out for proposals. Will bring back for Council approval when qualified consultant is vetted. Development of Plan will take approximately one year.		
	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-2	Develop an entryway, medians, and lighting master plan to provide appealing gateways to the City		X	X	PW/Engin	Econ Dev/Dev Svcs
	Progress	Dept		Status		
	Public Works is developing the RFP (Public Works = Engineering and Public Works Maintenance).	PW		Engineering and Public Works Maintenance were initiating the RFPs for this item for advertisement in September. 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. Once the overall General Fund expenditures are accounted for and FEMA reimbursements are identified we will look at options to restore this project back into the queue.		
B-3	Develop a wilderness trail plan		X	X	PW/Engin/ Dev Svcs	
	Progress	Dept		Status		

	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. 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. Once the overall General Fund expenditures are accounted for and FEMA reimbursements are identified we will look at options to restore this project back into the queue.				
B-4	Implement the Wilderness Trail Plan by identifying designated access points including providing necessary signage and public improvements			X	PW/Engin		
	Progress	Dept	Status				
	The RFP in B-3 (Wilderness Trail Plan) will provide a module with signage, access points and identify the infrastructure needed to complete.	PW	Joint project between Engineering and Public Works Maintenance with B-3 (see above). Due to Tropical Storm Hillary this project is on hold.				
B-5	Complete a dog park in the southern part of the City		X	X		PW/Engin	
	Progress	Dept	Status				
	RFP for the complete design of the Downtown Dog Park has been issued by Engineering and proposals will be received in August.	ENG	The City Council approved the contract for the design consultant to start the construction plans for this project. Staff and the consultant have had the formal kickoff meeting. The consultant has been on site to evaluate the existing restroom building and has initiated the base drawings for the project. Staff is monitoring potential funding grants for constructing this project.				
B-6	Improve and expand Chuperosa Lane to become a point of pride in Cathedral City		X	X	X	Econ Dev	PW/Engin/ Dev Svcs
	Progress	Dept	Status				
	The City Council supported implementing the August 24, 2023, M.I.G. Consulting Art Walk Conceptual Design-“Preferred Design Concept” during the October 25 th Study Session.	ECON DEV	The Chuperosa Lane road has been cleared and graded. Public Works will routinely maintain. Econ Dev and Public Works/Engineering are 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.				
B-7	Maximize the use of existing resources to include underutilized parks and the library to support goals with the budget we have			X		CMO	PW/Engin

	Progress	Dept	Status				
	Ongoing meetings with the Library and Senior Center to move certain Senior Center Programming to the Library.	CMO	ACM met with the Library and Senior Center staff together on July 14. Senior Center and Library to work together to determine schedule for the Senior Center to use the large community room and possibly other locations within the Library. ACM is currently working with Riverside County to update the library lease agreement.				
B-8	Communicate with residents to move parked vehicles on street sweeping day		X			COM	PW/Engin
	Progress	Dept	Status				
	Met with Public Works about messaging and ways we 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 the past few months. This should be rolled out sometime in 2024, as we will have finished demos from multiple platforms to help with messaging related to street sweeping and other necessary communications with our residents.				
B-9	Improve pedestrian access to parks through the use of crosswalks and sidewalk improvements		X	X		PW/Engin	
	Progress	Dept	Status				
	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. There is a new project in the works for the use of Council District Funds to get one of the originally planned crossings moving forward at one park. For the other crossings, once the overall General Fund expenditures are accounted for and FEMA reimbursements are identified we will look at options to restore this project back into the queue.				
	Council district improvement fund projects	PW	PW working with Councilmember Gregory on a proposed crosswalk project using his district improvement funds.				
B-10	Implement items identified in Action B-9 to improve access to City parks			X		PW/Engin	
	Progress	Dept	Status				
	Please see B-9	PW	Please see B-9 above.				

B-11	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 banners will be installed along Avenida Lalo Guerrero in early 2024 and Communications is working with ED on proposals for new wayfinding signage at key entry points throughout Cathedral City.			
B-12	Develop a traffic calming plan with strategies for addressing location specific speeding issues		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.	PW	The Traffic Calming Committee has met regularly since August. The Committee has identified the equipment necessary for initiating temporary traffic calming efforts on individual street sections. The purchase of this equipment has been presented to the City Council at the January 25 th meeting. The Committee is also compiling the list of streets to initiate these temporary operations. Additionally, the City's Traffic Calming Policy is being reviewed and modified and will be presented as a Study Session item to the City Council in the Spring. The Police Department has initiated motor patrol traffic speed enforcement citywide which is making a marked impact.			
B-13	Develop a plan to address the need for funding for parks and recreation services through the DRD and other resident priorities including streets, and work toward a potential funding measure in 2024		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 will be presented to the City Council on 1/24/24.			
B-14	By the end of 2023 complete the design phase and begin construction on the Dream Homes Park		X		PW/Engin	

	Progress	Dept	Status				
	Implement Cameras/Wi-Fi for Dream Homes Park.	IT	IT provided equipment information to Engineering Dept.				
	Dream Homes Park design complete.	PW	The Dream Homes 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 groundbreaking ceremony is tentatively planned for March 2024. All long-term cooperative purchasing items have been ordered.				
	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-15	Identify additional funding as needed and construct the Dream Homes Parks Improvements			X		PW/Engin	
	Progress	Dept	Status				
		ENG/PW	Engineering and Public Works Maintenance are continuing to search for additional funding sources to assist in the funding for the park. The City Council appropriated additional General Fund allocation to fully fund the park project.				
B-16	Explore providing a General Fund Capital Projects Fund as part of development of the next Biennial Budget		X			Finance/ PW/Engin	Facilities
	Progress	Dept	Status				
	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 as a result of the budget adjustments made for Tropical Storm Hillary restorations and repairs. Public Works made a presentation to the City Manager's Citizen 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 complete picture.				
B-17	Develop and adopt a Facilities Master Plan			X		Facilities	PW/Engin/Finance
	Progress	Dept	Status				
	Consultant hired and conducted an assessment.	FIN/FAC	MAAS Companies delivered the Facilities Master Plan, Phase I with a Facilities Condition Assessment (FCA). Phase II implementation on-hold.				

B-18	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	X			PW/Engin	Finance
	Progress	Dept	Status			
	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	Staff has completed the training on the PMP software. As a result of Tropical Storm Hilary, and the necessary restorations that need to be made, the PMP will be rerun to include recent improvements and what should be proposed for the upcoming fiscal year budget. Identifying a budget funding source is a continuing effort. Additional funding needs are identified in the Resident Study Committee report.			
B-19	Develop Fleet Management policies to establish vehicle replacements and utilization standards	X			PW/Engin	PD/Fire/Finance
	Progress	Dept	Status			
	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	The Fleet Coordinator has initiated a Fleet Management Program document that will integrate service and replacement of vehicles when required (use, depreciation, etc.). A first draft was submitted to the Director this past month. It will then be coordinated with the Financial Services department.			
		FIN	Update fleet depreciation schedules and ensure replacement costs were budgeted in the FY 2023/2024 & FY 2024/2025 biennial budget.			

- Actions listed in **blue** are City Council strategic priorities.
- **Completed Items**
- **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	Implement improvements to purchasing practices and procedures to align with procurement code requirements		X		Finance	
	Progress	Dept		Status		
	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, fill vacant position 1st quarter and implement in 2024. Once fully staffed, plan to realign tasking to convert reactive procurement agent to proactive procurement agent.		
C-2	Increase Council District Improvement Funds	X			CMO	Finance
	Progress	Dept		Status		
	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.		
C-3	Consider acquisition of an underutilized site on Cathedral Canyon and work to activate the site		X		Econ Dev	Finance/Dev Svcs
	Progress	Dept		Status		
	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 is 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	Allocate resources necessary to achieve the Council's Goals and Vision	X	X	X	CMO	All Departments
	Progress	Dept		Status		

		FIN/ CMO	Funding in the bi-annual 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.				
C-5	Develop an inventory of vacant and underutilized properties		X			Econ Dev	Dev Svcs/GIS
	Progress	Dept	Status				
	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.				
C-6	Complete and improve the utilization of EnerGov software to automate, improve, and streamline building plan review, permitting, and inspection processes		X			Dev Svcs/IT	Finance
	Progress	Dept	Status				
	See D-3						
C-7	Evaluate data and work with CVEP to identify holes in the local economy and develop plans to address			X		Econ Dev	
	Progress	Dept	Status				
	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-8	Strengthen the Economic Development Team and remove optional tasks such as commission staffing to focus on core/essential duties		X			CMO/Econ Dev	
	Progress	Dept	Status				

	Economic Development has transitioned all Public Art Commission responsibilities to Assistant City Manager Anne Ambrose.	ECON DEV	Complete.				
C-9	Complete and adopt the Development Impact Fee Study		X			Econ Dev	All Departments
	Progress	Dept	Status				
	The updated development impact fee schedule was formally approved in October 2023 with new DIF fees becoming effective January 1, 2024.	ECON DEV	Complete.				
C-10	Update the Thousand Palms Fiscal Analysis		X			Dev Svcs	All Departments
	Progress	Dept	Status				
	Requested information and data from all departments has been provided to the consultant (as of July 18).	DEV SVCS/ PLN	Completed.				
	Anticipated code enforcement needs to service the annexation area provided.	DEV SVCS/ CODE	Completed.				
	Draft report.	DEV SVCS/ PLN	Ongoing. An RFP was conducted in 2023 and a contract was executed with Terra Nova Planning & Research to perform the analysis. An update to City Council is anticipated in early 2024.				
C-11	Create a Development Resource Guide to educate and inform project applicants of Cathedral City requirements and processes		X			Econ Dev	Dev Svcs/PW Engin/Fire
	Progress	Dept	Status				
	Development services guide has been created and is being reviewed by City Staff.	ECON DEV/ DEV SVCS/ PW	On hold. While substantial work has been completed, finalization of the guide is on hold given Development Services leadership and process changes. Once new entitlement processes have been established, work on the development services guide will resume.				
	Planning Division provided comments on initial draft of Development Services Guide.	DEV SVCS/ PLN	The Development Resource Guide is in development. It is recommended that its completion be delayed until EnerGov and the CSS are deployed.				
C-12	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		X			Dev Svcs/PW/ Engin	Fire/Econ Dev
	Progress	Dept	Status				

Regular meetings are held within the Planning Division to track projects under review for land use entitlements and those in plan check. Applications are being updated including submittal requirements.	DEV SVCS/ PLN	Ongoing. 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.				
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	Several steps towards the creation of a facilitative development review process: <ul style="list-style-type: none">• The DSC meetings are now held bi-weekly.• New projects are introduced to the DSC for high-level discussion with subsequent transmittal of plans to the DSC members.• 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.				
Internal operations are continually evaluated to create efficiencies.	DEV SVCS	OTC Thursdays! was implemented. Every Thursday afternoon planning and building staff reviews and permits simple building permits, such as walls, pools, and generators.				
The Engineering Division is working in conjunction with the Development Services Department to make the development process predicable, 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.				
Implement necessary hardware/software and provide necessary training to fully transition to electronic plan submission and review including the ability to review and issue over the counter permits			X		Dev Svcs/IT	Finance/PW/Engin
Implement necessary equipment and implement necessary policies to allow online payment of permits, licenses, etc.		X			Finance/IT	Dev Svcs/PW Engin
Progress	Dept	Status				

	See D-3	DEV SVCS/ BLD	Staff are working diligently to get Building off of the legacy permitting system. Solar Apps+ is currently live and being tested with solar developers to submit applications. The first application has been submitted and staff are doing the final tests through EnerGov to schedule inspections. Other over the counter type permits will be launched online next.				
C-15	Develop Economic Development Strategic Plan which addresses economic development opportunities, business attraction, retention, and expansion including the attraction and support of trade sector training and employment. Key focus of this plan will include a viable strategy to develop areas north of I-10 including the North Area Specific Plan, Extended North Area Specific Plan, and potential Thousand Palms annexation			X	X	Econ Dev	Dev Svcs/CVEP/GCVCC
	Progress	Dept	Status				
	Economic Development has begun outlining and working on strategic plan elements.	ECON DEV	In process.				
C-16	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		X			PW/Engin/Dev Svcs	
	Progress	Dept	Status				
	Based on staff capacity and to facilitate development several contracts have been entered into.	DEV SVCS/ CODE	Dev Services is currently contracting with three contract planners and is using contractors for plan check and building inspection services. Within the next 12 months, Dev Services/Building will be going out to an RFP for plan check services (following the implementation of Energov). Code Compliance let out an RFP for STVR contract services and a new contract completed.				
	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-17	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			
	Offer tendered to Risk Management Analyst on June 27. Employee began on July 31.	FIN/HR	Hired Risk Management Analyst, developed a draft infrastructure plan, briefed City Council study session January 10, 2024, with goal to implement plan by July 1, 2024.			
C-18	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 Outline and sample process and policy briefs to auditors. Final document to be provided by close of fiscal year 2023/2024.			
	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	Shuster Financial Advisors made a presentation to the bargaining groups leadership on July 10 and a separate meeting with the AFSCME leadership on July 22 to discuss the upcoming changes to the 457 and 401s plans. On July 24, the City sent termination notices to two of the City's recordkeepers (Nationwide and Pentegra). A full presentation of the transition was made by Shuster to all employees on August 9 with an update on November 8. The Assistant City Manager, HR and Finance staff are working through the final steps to implement with full roll-over to be completed by the end of February 2024.			
C-19	Initiate a Small Business Roundtable or industry specific taskforces to identify needs and support strategies		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.
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- Actions listed in **blue** are City Council strategic priorities.
- **Completed Items**
- **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		IT	All Departments
	Progress	Dept		Status		
	IT Master Plan: Contracted with ClientFirst.	CMO/IT		Ongoing; gathering departmental input. Hardware and technology resources assessment completed. Questionnaires have been completed by all departments on technology needs; departmental interviews conducted with the consultant; individual interviews conducted with the City Council. Implementation will be delayed due to impact of Tropical Storm Hilary.		
D-2	Provide an on-line calendar to display Amphitheater bookings	X			CMO	IT
	Progress	Dept		Status		
	An events calendar showcasing amphitheater bookings has been added to the CC Amphitheater website.	CMO/ IT		This is complete.		
D-3	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
	Progress	Dept		Status		
	Worked with Tyler Implementation Consultant for permitting and inspections, and implementation of Customer Self Service (CSS) online services.	CMO/ IT /BLDG		Tyler IC worked with staff to finish implementing CSS. We are currently live with CSS but are finishing testing with some actual solar applicants before further publicizing. Several over the counter type permits will be next. Staff from all development related departments are meeting with IT, Finance, and the EnerGov implementer weekly to review current practices, retool processes,		

			and delete practices that are no longer necessary. Completion is slated for April 2024.			
D-4	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			
	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	Completed.			
	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. Expected go-live is April 2024.			
	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 go-live is May 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.	IT/FIN/ PW	Fuel systems replaced. EKOS software implemented. Produced video training.			
	GIS Enterprise Software Upgrade (Approved Budget): Current version is limited. We need enhance GIS software and provide city-wide mapping applications and enhance community development operations.	IT	Set up new GIS servers and installed the latest ARCGIS enterprise systems. Testing deployment to EnerGov system.			
	GIS Aerial Imagery for Mapping (Approved Budget): We don’t have an updated aerial imagery system. We need 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.						
	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. Waiting for extra staffing.				
	Upgrade backup system to have Cloud backups/DR solution (Approved Budget).	IT	Completed.				
	Replace Civic Center Alarm System (Approved Budget). Systems are very old and basement panel no longer working.	IT	Completed.				
D-5	Improve workforce mobility and efficiency by utilizing and supporting advanced mobile devices		X	X	X	IT	All Departments
	Progress	Dept	Status				
		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.				
D-6	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				
	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	Completed. NextRequest is the new Public Records Request Portal effective July 1, 1023.				
	Upgrade and redesign Cathedralcity.gov website (Approved Budget)	IT/COM	Project is restarting in February.				
	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	Completed. License was upgraded to the Enterprise License in mid-November 2023.				

D-7	Leverage the SiFi broadband digital network to create economic development incentives and opportunities and improve the accessibility and affordability of reliable high speed internet services			X	IT/CMO	PW/Engin/Facilities/ Econ Dev
	Progress	Dept	Status			
	SIFI continues working on obtaining access to a dark fiber mainline. This mainline is the foundation in which the city network would be built. While SIFI remains optimistic, SIFI is unable to commit to an installation timeline.	ECON DEV	Ongoing.			
D-8	Establish innovative community-based Fire Prevention programs regarding Drowning, Smoke Alarm Installation, Paramedic Services, Fall Prevention, and CPR		X		Fire	Communications
	Progress	Dept	Status			
	<p>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:</p> <ul style="list-style-type: none"> • CPR • STOP THE BLEED • DROWNING PREVENTION • CERT • FALL PREVENTION • SMOKE ALARM INSTALLATION • DISASTER PREPAREDNESS 	FIRE	<p>Upcoming Events: As of July 30, 2023</p> <p>BLS CPR Course 2023: 08/17, 08/24 City Hall</p> <p>STOP THE BLEED 2023: 09/19 City Hall</p> <p>SIDEWALK CPR 2023:</p> <p>10/2023: One location per week for each Council District 1-5 in Country Clubs/Senior.</p> <p>SIDEWALK CPR AND STOP THE BLEED 2024: City Calendar Events, Coordinating with Ryan Hunt.</p> <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 & Girls Club</p> <p>09/2024: CCHS</p> <p>DROWNING PREVENTION 2024:</p> <p>03/2024, 2nd and 3rd 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: 1st week, Boys and Girls Club</p> <p>CERT 2023: 10/2023-English</p> <p>CERT 2024: 02/2024-Spanish</p> <p>FALL PREVENTION 2023: Fall 2023: TBD (in conjunction with DRMC) @ Senior Center Center/MHP.</p> <p>SMOKE ALARM INSTALLATION WITH AMERICAN RED CROSS 2024: 01/20/24 **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: HO CPR/ STOP THE BLEED: 4/13/24 EOC (Richardson, Maier) 5/25/24 EOC (Richardson Maier)</p> <p>CERT : 2/24/24 EOC</p> <p>FALL PREVENTION: 2/2024, 3/2024, 4/2024 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>
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			DISASTER PREPAREDNESS: 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) FALL 2024: HO CPR/ STOP THE BLEED: 9/7/24 EOC (Richardson, Maier) 9/28/24 EOC (Richardson, Maier) CERT (Teen) 10/2024 FALL PREVENTION: 9/2024, 10/2024, 11/2024 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.			
D-9	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 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.	Dept IT/CITY CLERK	Status 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. 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. In November of 2023, the City Clerk’s Department was the first Department to design the file structure to kick-off the City-wide			

		<p>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>
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- Actions listed in **blue** are City Council strategic priorities.
- **Completed Items**
- **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	Fill the authorized Ambulance Operator position and complete the transition to the ambulance operator program and provision of the third ambulance	X			Fire	HR
	Progress	Dept		Status		
	Third ambulance in service	Fire		Complete.		
E-2	Develop a firearm discharge ordinance	X			PD	City Attorney
	Progress	Dept		Status		
	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.		
E-3	Expand the use of cameras and other technology to promote public safety		X		PD	IT/PW/Engin/ Facilities
	Progress	Dept		Status		
	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.		
	Dreams Homes Park Cameras	IT		IT provided equipment information to Engineering Dept.		
E-4	Increase Police, Fire, and Code Compliance engagement with the community	X			PD/Fire	Communications/ Dev Svcs
	Progress	Dept		Status		

	Code will be participating in the upcoming Dream Homes Community Park meeting and with HR on the upcoming Backpack give away event hosted by PD.	DEV SVCS/ 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.		
	Police Department personnel attended 38 community events in 2023. Events included Neighborhood Watch meetings, city sponsored events, community fundraisers, a Citizen’s Police Academy, Active Shooter presentations to community groups, Rotary meetings, Cathedral City High School scholarships and awards, hosted an E-sports team challenge between officers and youth from CCHS, hosted a Back to school backpack giveaway event, Spooktacular, Shop with a Cop, partnered with the Senior Center and hosted a Santa and Seniors event as well as a youth gift giveaway event.	PD		Ongoing.		
	See D-8	Fire				
E-5	Police department develops pro-active methods to reach out to youth and families	X			PD	Communications
	Progress	Dept		Status		
	See E-4	PD		CCPOA hosted a back-to-school backpack give away event on August 3. The PD held their annual Spooktacular Halloween event with youth and families, held their annual Shop with a Cop in December as well as hosted a youth gift give-away event at Christmas time.		
E-6	Improve Police presence and interaction at community events	X			PD	
	Progress	Dept		Status		
	See E-4	PD				
E-7	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		Grant was submitted to OES in August 2023. The Fire Department was notified in January 2024 that application was forwarded to FEMA and we would be notified as soon as a decision was made.		
	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 in June 2023.	PD		Completed.		
	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.		
	Upgrade backup system to have Cloud backups/DR solution (Approved Budget).	IT		Completed.		
E-8	Build community resiliency through implementation of community training programs, CERT training, and other educational outreach	X	X		Fire/PD	CMO
	See E-4 and E-10 for PD.					
E-9	Develop a FD Injury Prevention and Wellness Program	X	X		Fire	HR/Finance
	Progress	Dept		Status		
	A wellness committee has been established. Committee has established the scope of the committee and is gathering historical injury data.	HR/Fire		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.		
E-10	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. The first video featured our HLO program which was aired at the State of the City in May. The second video featured safety tips and crime prevention tips. A third video was produced highlighting our Traffic Bureau in December. There was also a panel discussion featuring both the Police and Fire Chiefs at State of the City as well, promoting our public safety messaging, accomplishments, and programming to key stakeholders/residents.	PD/FIRE/COM		Ongoing.		
E-11	Identify improvements and pursue grant funding to improve safety and connectivity of non-motorized routes throughout the City		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.		
E-12	Implement new program to improve community access to crime stats	X			PD	
	Progress	Dept		Status		
	The PD went live with its new crime mapping software in May 2023. The new website is crimemapping.com	PD		Completed.		
E-13	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 initiating working on these protocols this past month, having been stalled by Tropical Storm Hillary efforts to staff time.		
E-14	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
		IT/FAC	IT coordinated with PD to purchase new monitors for dispatch. New equipment has been procured 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 to IT to fix.
E-15	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, Facilities and Engineering staff will be working on developing procedures to inspect the parks, equipment, and restrooms on a regular basis.	PW/FAC	Public Works and Facilities has initiated working on these protocols this past month, having been stalled by Tropical Storm Hillary restoration impacts on staff time. Currently, Facilities inspect park restrooms as part of the weekly maintenance activities.
E-16	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 and Facilities has initiated working on these protocols this past month, having been stalled by Tropical Storm Hillary restoration impacts on staff time.

- Actions listed in **blue** are City Council strategic priorities.
- **Completed Items**
- **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	Complete the comprehensive update of the Cathedral City Municipal Code with initial emphasis on Chapter 9 (zoning) and Chapter 5 (business regulations)	X	X		Dev Svcs	
	Progress	Dept		Status		
	Phase 2 (legal updates) has commenced, starting with updating of the ADU Ordinance and a new ordinance addressing SB9.	DEV SVCS/PLN		ADU and EV charging station ordinances were adopted by the City Council. Planning Commission workshops on SB 9 are underway. An updated telecommunications ordinance will be processed within the first half of the year. A work plan and schedule to update the zoning code, prepare objective design standards for the downtown area, and to conduct a more comprehensive update of the commercial zoning regulations and design guidelines, including partnering with professional consultants, will be prepared.		
F-2	Address parking and paving provisions in the code for residences	X			Dev Svcs	PW/Engin
	Progress	Dept		Status		
	No work has been done on this goal to date.					
F-3	Prohibit Parking in front of mailboxes	X			Dev Svcs	
	Progress	Dept		Status		
	No work has been done on this goal to date.	PW/DS				
F-4	Educate residents regarding sidewalk horizontal clearance standards to ensure private mailboxes do not violate ADA accessibility requirements		X		Engin/PW/Dev Svcs	
	Progress	Dept		Status		

	PW will provide the information needed to work with Development Services on this project. PW will also research other cities on how they tackle this challenge.	PW/DEV SVCS/PLN			For F-2, F-3, and F-4 above, PW and Development Services will initiate work on the research for this item in February 2024.
F-5	Help define who Cathedral City is for our families and others		X		CMO
	Progress	Dept	Status		
	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 & 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>		
F-6	Promote additional community events and celebrations	X			CMO/COM
	Progress	Dept	Status		
	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 and the Taste & Sounds of Cathedral City dinner series rolling out in Feb. 2024.	COM	Ongoing.		
F-7	Develop 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	X			COM/CMO

	Progress	Dept		Status		
	Communication & Events is working on 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 will be finalized soon (by end of spring 2024) as a formal document, with staff making enhancements to the Special Use Permit (SUP) application process, rental costs, and beefing up the overall awareness of Cathedral City as an events destination, particularly the Community Amphitheater. In recent years, we've 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) and has sparked continued interest from potential third-party applicants.		
F-8	Develop and implement a plan to improve and diversify methods to communicate with residents	X			COM	
	Progress	Dept		Status		
	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 first step would be 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. We 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.		
F-9	Work with Riverside County to locate the potential RUHS community health center in Cathedral City		X		Econ Dev	
	Progress	Dept		Status		
	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 but unserved Medicaid patients. Numbers of eligible but unserved Medicaid patients ranged from	ECON DEV		Complete. RUHS services are current available to Cathedral City residents within existing Palm Springs facilities.		

	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.					
F-10	Develop a public awareness campaign to inform the community of the City's efforts and expenditures on homelessness and how residents can participate in solutions	X			COM	PD/Fire/PW/Engin
	Progress	Dept		Status		
	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.	PD/COM		While the initial communication/outreach video is complete, this is ongoing between PD and Communications.		
F-11	Review land use regulations to support diverse, accessible, and affordable housing		X		Dev Svcs	Econ Dev
	Progress	Dept		Status		
	Development Services and Economic Development have ongoing conversations regarding potential locations and potential methods for facilitating the construction of affordable housing.	ECON DEV/ DEV SVCS		Ongoing.		
	Housing Element.	DEV SVCS		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: <ul style="list-style-type: none"> • Create the P/IH (Institutional Housing) Overlay District • Prohibit STVR uses in the R1 and R2 zones • Allow transitional and supportive housing by-right in zones where multifamily and mixed uses are 		

					permitted, including nonresidential zones permitting multifamily uses	
					<ul style="list-style-type: none">Updated the definition of “family” to remove the limit of five unrelated personsState 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.	
F-12	Continue to facilitate the attraction and promotion of community events which celebrate our diversity, builds a cohesive community, and supports local business	X			CMO	Econ Dev
	Progress	Dept		Status		
	Communications and Economic Development continue to collaborate on potential events as well as city marketing and improving the City's wayfinding program.	CMO/ ECON DEV		Ongoing. State of the City event held to record attendance. Example of potential future events include Maya La Feria and a water education-based event.		
F-13	Develop an outreach strategy to determine if services are addressing the needs of our diverse community including families, retirees, and Spanish speaking population		X		CMO and Economic Development	All Departments
	Progress	Dept		Status		
	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		
F-14	Establish a multi-disciplinary City Team to increase effectiveness and improve coordination of city responses to address the needs and impacts of the homeless population	X			CMO	All Departments/ Mental Health Professionals
	Progress	Dept		Status		
	The CMO office has established a monthly meeting with employees from all relevant departments. A CVAG representative (Housing First Program) will be attending the February 2024 Unhoused Committee meeting to provide update and progress information.	CMO		Ongoing.		

F-15	Initiate regional discussions to explore the interests and feasibility of forming a West Valley Homeless Task Force		X		CMO	PD/Fire/ Mental Health Professionals/ Regional Partners
	Progress	Dept		Status		
	No activity to date other than CMO meeting with City of Palm Springs CMO each month.			Ongoing.		
F-16	Implement a code compliance program that proactively identifies and responds to code compliance complaints		X		Dev Svcs	All Departments
	Progress	Dept		Status		
	The Code Compliance Division has established various teams with mission specific directives. The “Red Team” was created to proactively identify and address not only code compliance complaints but other city issues as well utilizing the MyCathedralCity App. The Division identifies at least one team member per shift as the “Red Team” lead to spend more time proactively searching for these violations.	DEV SVCS/CODE		Ongoing.		
F-17	Develop 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	X			Dev Svcs	PW/Engin
	Progress	Dept		Status		
	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-18	Implement initiatives identified in Action F-17 to formalize deployment of staff to reduce visual blight and nuisance issues along the City's commercial corridors		X		Dev Svcs	PW/Engin
	Progress	Dept		Status		
	The Code Compliance Division in the past several months has developed policy and procedure to continue to effectively address blight and nuisance	DEV SVCS/CODE		Ongoing.		

	issues, including a formalized eight-step process for code officers to move cases to our legal team quickly.					
F-19	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.		

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

CITY OF CATHEDRAL CITY

5 YEAR STRATEGIC PLAN

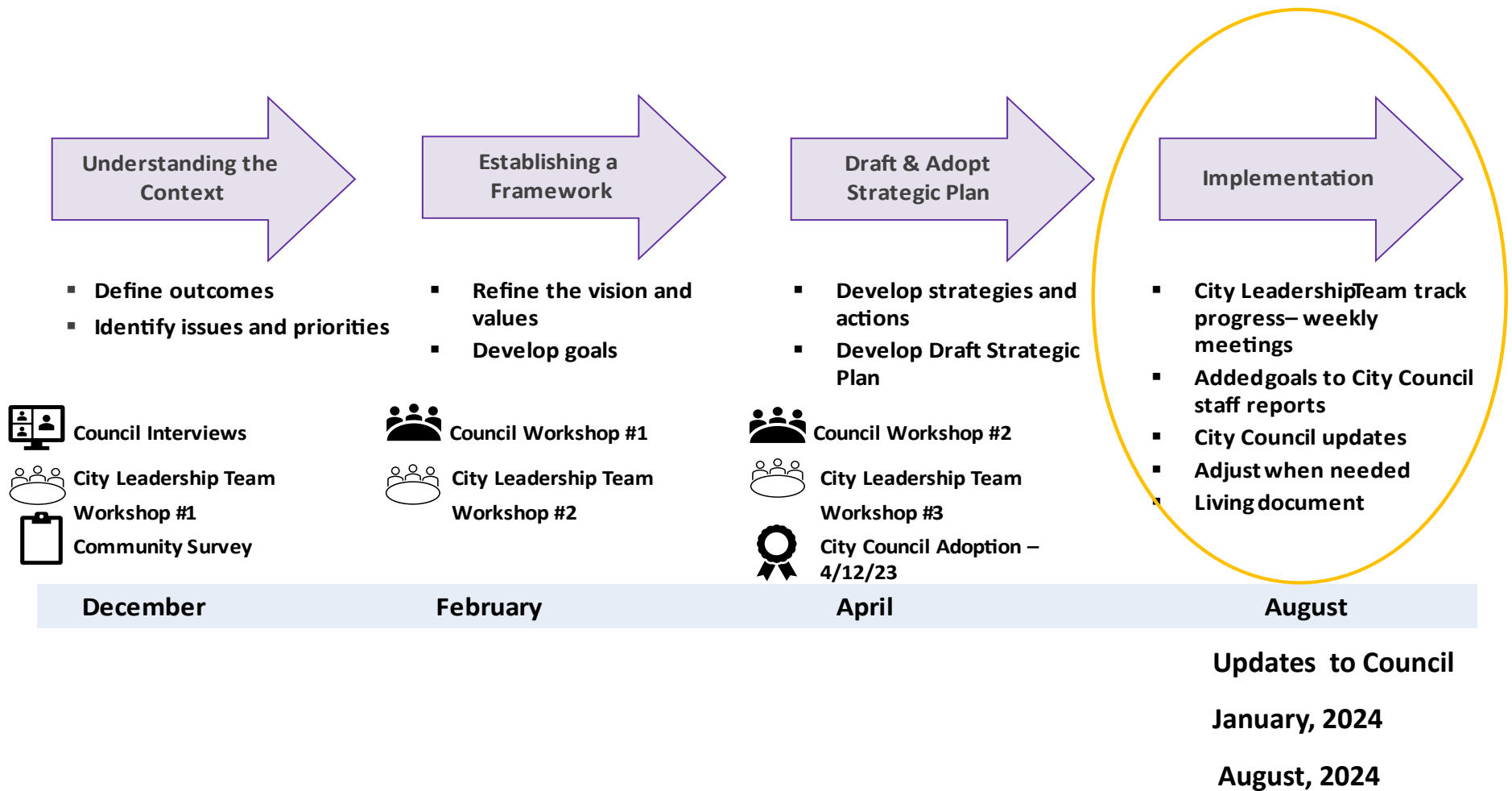


Cathedral City

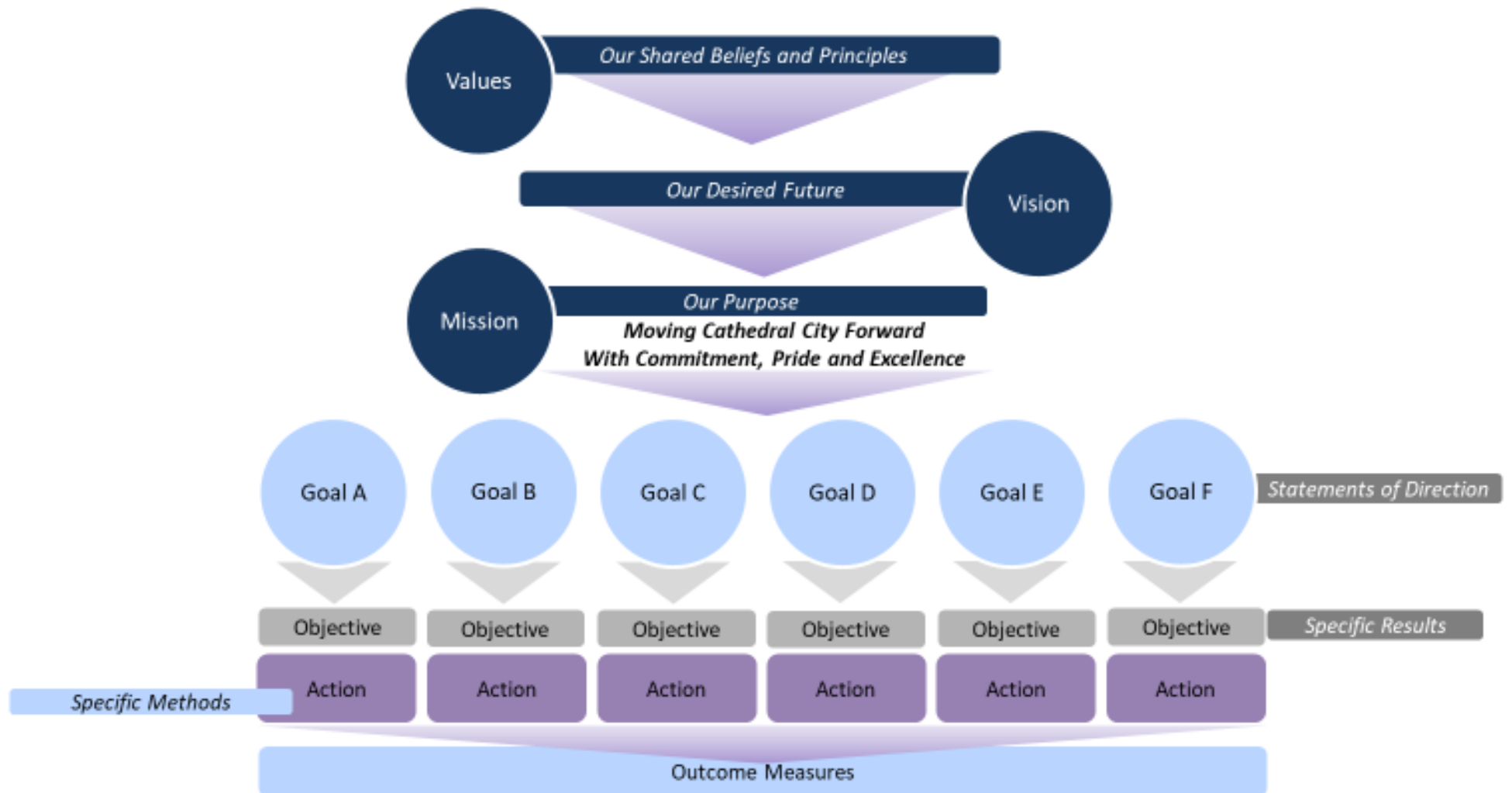
Revised and Updated
AUGUST 14, 2024

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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



SAFETY



COMMUNITY
PRIDE



INCLUSIVENESS



DIVERSITY



COMMUNITY
INVESTMENT



CULTURE
OF SERVICE



INNOVATION
BEYOND
TECHNOLOGY

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

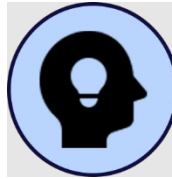
GOALS AND OBJECTIVES

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	Study the need to reallocate staff resources including the use of contracts	X	X		CMO	All Departments
	Progress					
	HR reviewing vendors such as CPS, Lincoln (EAP), PERMA and others for built in resources that can minimize staff burden.					HR partnered with CPS to draft interview questions. Department Heads will no longer have to create questions. Will continue researching other resources.
	ACM and Development Services reviewing the need for possible contract planners to address volume of work in light of staff vacancies and capacity.					Development Services/Planning is currently contracting with six planning and environmental consulting firms for on call services. Development Services/Building is using contractors for plan check and building inspection services. Within the next 12 months, Dev Services/Building will be going out to an RFP for plan check services (following the implementation of EnerGov). Code Compliance released an RFP for STVR contract services, and a new contract was completed.
	Finance is reviewing existing maintenance vendors to update contracts.					With the June 26, 2024 study session update to City Council, Finance is using the Contract Tracker to update contracts and is working with departments on issuing Request for Proposal (RFP). This is an active and ongoing project for FY 2024/2025.
	Inform the City Council of the current use of contracts.					This was presented to the City Council on June 26, 2024 for information and direction, the "Contract Tracker" has been completed and is now a live document that City Staff can edit.
A-2	Review Comparison data on Council salaries and the process to update if warranted				CMO	

	Progress	Dept	Status				
	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					
A-3	Consider a Fire Cadet program to introduce youth to the potential for careers in fire and emergency service		X	X		Fire/HR	
	Progress	Dept	Status				
	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>				
A-4	Develop and implement a professional development program to enhance career development opportunities, strengthen organizational capabilities, and increase organizational capacity		X			HR/CMO	All Departments
	Progress	Dept	Status				
	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.				
<p>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.</p> <p>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.</p>	HR/CMO	Current Programs: <ul style="list-style-type: none">• LCW Public Sector Employment Relations Certificate<ul style="list-style-type: none">- August 2024; roll out approved training courses for the 2024-2025 FY.- 22 EE currently working towards the certificate.• Municipal Management Association of Southern California (MMASC) available to employees• Ongoing				
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">• Quarterly Meetings allow recognition and appreciation of employees for achievements, performance, innovation, and efficiencies.• Bi-annual recognition luncheon in honor of employees who reach milestones – 5.10.15.20.25.30.35... years of service.	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	Develop staff team building activities to encourage cohesion and foster a spirit of collaboration				X	HR	All Departments
	Progress	Dept	Status				
	2023 – Events <ul style="list-style-type: none"> • City Hall Selfie Day August 15 • Baseball Opening Day • Father’s Day Paint/Lunch • Holiday Secret Santa/Potluck • Halloween Dress-up Day • Hispanic Heritage Month/Potluck • Hurricane Hilary Staff Appreciation • Mother’s Day Paint/Lunch 2024 – Calendar of events in the works. <ul style="list-style-type: none"> - Baseball Opening Grill N’ Chill Luncheon - Cinco De Mayo Taco Fiesta Truck - Mother’s Day Paint & Lunch - Father’s Day Paint & Lunch - Outdoor Employee Appreciation Week 03/28/24 – Management Team Teambuilding event	HR/COM/CMO	Collaborating with Communications and Events				
A-7	Initiate a Class and Compensation Study to benchmark and proactively identify compensation issues which impact employee retention and employee attraction			X		HR	
	Progress	Dept	Status				
	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	Implement the Strategic Plan by ensuring department work programs include initiatives which achieve Strategic Plan Actions		X	X	X	CMO	All Departments

	and regularly review progress and accomplishments at City Manager Department Head Meetings						
	Progress	Dept	Status				
	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.				
A-9	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			X	✗	CMO	
	Progress	Dept	Status				
	Community Satisfaction Survey.	CMO	This will be included in the next biennial budget to be conducted prior to the 2026 strategic planning workshop.				
A-10	Prepare a study session update on previous Council Adopted Goals over the past 5 years.		X				
	Progress	Dept	Status				
	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
	Progress 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.	Dept PW		Status 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
	Progress Engineering and Public Works is developing an RFP that will aim to create visually appealing gateway entrances to the city.	Dept PW		Status 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-3	Develop and implement a wilderness trail plan			X	X	PW/Engin/ Dev Svcs	
	Progress	Dept	Status				
	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-4	Complete a dog park in the southern part of the City		X	X		PW/Engin	
	Progress	Dept	Status				
	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-5	Improve and expand Chuperosa Lane to become a point of pride in Cathedral City		X	X	X	Econ Dev	PW/Engin/ Dev Svcs
	Progress	Dept	Status				

	The City Council supported implementing the August 24, 2023, M.I.G. Consulting Art Walk Conceptual Design-“Preferred Design Concept” during the October 25 th 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-6	Maximize the use of existing resources to include underutilized parks and the library to support goals with the budget we have		X		CMO	PW/Engin
	Progress	Dept	Status			
	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-7	Communicate with residents to move parked vehicles on street sweeping day		X		COM	PW/Engin
	Progress	Dept	Status			
	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 th .			
B-8	Improve pedestrian access to parks through the use of crosswalks and sidewalk improvements		X	X	PW/Engin	
	Progress	Dept	Status			

	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	<p>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.</p> <p>The Traffic Calming Committee is also working with the police department's traffic enforcement division in its efforts.</p> <p>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.</p>				
	Implement traffic calming plan	ENG/PW/ PD	<p>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.</p> <p>The Police Department initiation of motor patrol traffic speed enforcement citywide has made a marked impact on speeding within the city.</p>				
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-12	Complete construction of Esperanza Park - 2025		X	X		PW/Engin	
	Progress	Dept	Status				
	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-13	Explore providing a General Fund Capital Projects Fund as part of development of the next Biennial Budget		X			Finance/ PW/Engin	Facilities
	Progress	Dept	Status				
	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-14	Implement Recommendations of Facilities Master Plan			X		Facilities	PW/Engin/Finance
	Progress	Dept	Status				
	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-15	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.	X			PW/Engin	Finance
	Progress	Dept	Status			
	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-16	Develop and Implement Fleet Management policies to establish vehicle replacements and utilization standards	X			PW/Engin	PD/Fire/Finance
	Progress	Dept	Status			
	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>			

- Actions listed in **blue** are City Council strategic priorities.
- **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	Implement improvements to purchasing practices and procedures to align with procurement code requirements		X		Finance	
	Progress	Dept		Status		
	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	Help Councilmembers implement ideas to utilize district improvement budgets	X			CMO	Finance
	Progress	Dept		Status		
	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	Consider acquisition of an underutilized site on Cathedral Canyon and work to activate the site	X	X		Econ Dev	Finance/Dev Svcs
	Progress	Dept		Status		
	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	Allocate resources necessary to achieve the Council's Goals and Vision	X	X	X	CMO	All Departments
	Progress	Dept		Status		

		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	Evaluate data and work with CVEP to identify holes in the local economy and develop plans to address			X		Econ Dev	
	Progress	Dept	Status				
	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	Update the Thousand Palms Fiscal Analysis		X			Dev Svcs	All Departments
	Progress	Dept	Status				
	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	Upon completion of EnerGov Implementation, create an updated Development Resources Guide			X		Econ Dev	Dev Svcs/PW Engin/Fire
	Progress	Dept	Status				
	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	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		X			Dev Svcs/PW/ Engin	Fire/Econ Dev
	Progress	Dept	Status				
	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"> • The DSC meetings are now held bi-weekly. • New projects are introduced to the DSC for high-level discussion with subsequent transmittal of plans to the DSC members. • 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. • Post-entitlement phase permits are coordinated in DSC to ensure consistency with conditions of approval and entitlement documents. • DSC agendas and project transmittals are in SharePoint so that DSC members can readily access this information and add topics to agendas. • Engineering's plan check review log is shared via SharePoint providing for a more integrated plan check review across Divisions. • IT created a new SharePoint access that can be shared with consultants outside of the City's network.
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	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		X			PW/Engin/Dev Svcs	
	Progress	Dept	Status				
	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
	Progress	Dept	Status			
	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
	Progress	Dept	Status			
	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"> • City Wide E-Plan Checking (Bluebeam Software integrated with EPL) <ul style="list-style-type: none"> ▪ All plans must be submitted online via the customer service portal. • City Wide Online Inspection Requests <ul style="list-style-type: none"> ▪ Online inspection requests went live in July. • Integrated Payment Processing (EPL and Merchant Processor) and City Processing Fees <ul style="list-style-type: none"> ▪ Setup Software integrated Credit Card terminals to add processing fees charged to our customers • Over 67 permits and 28 planning applications all available in our online portal 24/7/365. 			

				<ul style="list-style-type: none">▪ In the past 6 months, staff have worked to recreate a full software system with the correct configurations to launch them online• Public Kiosks available with paper scanning ability (3 total – CH, FD, PD)<ul style="list-style-type: none">▪ Fully functional public Kiosks with specialty kiosk software to purge all user data after each use• Business Licensing / Short Term Rental License / Renewable Permits (Licenses)<ul style="list-style-type: none">▪ By August 1st 2024, Business Licenses will be able to be renewed online▪ All new Licenses can be applied for online• Integrated Tax Remittance Integration (Work in progress)<ul style="list-style-type: none">▪ Staff are working to get our Tax remittance configured, setup and tested within our EPL software▪ Staff need some more time, but hope to get it working by October 2024• Rapid Permit Issuance and Solar Permitting<ul style="list-style-type: none">▪ 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▪ Staff integrated Solar App+ and now are averaging same day solar permit issuance (Used to take 2-6 weeks)		
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"> CPR STOP THE BLEED DROWNING PREVENTION CERT FALL PREVENTION 	FIRE	Upcoming Events: As of July 30, 2023 BLS CPR Course 2023: 08/17, 08/24 City Hall STOP THE BLEED 2023: 09/19 City Hall SIDEWALK CPR 2023: 10/2023: One location per week for each Council District 1-5 in Country Clubs/Senior. SIDEWALK CPR AND STOP THE BLEED 2024: City Calendar Events, Coordinating with Ryan Hunt.			

<ul style="list-style-type: none"> • SMOKE ALARM INSTALLATION • DISASTER PREPAREDNESS 		<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 & Girls Club</p> <p>09/2024: CCHS</p> <p>DROWNING PREVENTION 2024:</p> <p>03/2024, 2nd and 3rd 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: 1st week, Boys and Girls Club</p> <p>CERT 2023:</p> <p>10/2023-English</p> <p>CERT 2024:</p> <p>02/2024-Spanish</p> <p>FALL PREVENTION 2023:</p> <p>Fall 2023: TBD (in conjunction with DRMC) @ Senior Center</p> <p>Center/MHP.</p> <p>SMOKE ALARM INSTALLATION WITH AMERICAN RED CROSS 2024:</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>HO CPR/ STOP THE BLEED: 4/13/24 EOC (Richardson, Maier) 5/25/24 EOC (Richardson Maier)</p> <p>CERT : 2/24/24 EOC</p> <p>FALL PREVENTION: 2/2024, 3/2024, 4/2024 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>DISASTER PREPAREDNESS: 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: HO CPR/ STOP THE BLEED: 9/7/24 EOC (Richardson, Maier) 9/28/24 EOC (Richardson, Maier)</p> <p>CERT (Teen) 10/2024</p> <p>FALL PREVENTION: 9/2024, 10/2024, 11/2024 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>				
D-9	Work with the Historic Preservation Society to digitize and preserve historic photos and documents		X			CMO	
	Progress	Dept	Status				
	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.				
D-10	Commission a survey of historic properties			X		CMO	
	Progress	Dept	Status				

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	Fund a 2-person ALS Medic Unit to better respond to increasing demand for medical response		X		Fire	HR
	Progress	Dept		Status		
				Dependent on passage of Measure W		
E-2	Continue to explore and utilize technology to promote public safety.		X		PD	IT/PW/Engin/ Facilities
	Progress	Dept		Status		
	4 Flock cameras added in 2024.	PD		Expanded to total of 25 Flock cameras with the additional 4.		
E-3	Continue Police, Fire, and Expand Code Compliance engagement with the community	X			CODE	Communications/ Dev Svcs
	Progress	Dept		Status		
	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.
F-3	Promote additional community events and celebrations	X		CMO/COM
	Progress	Dept	Status	
	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.	
F-4	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	X	X	COM/CMO
	Progress	Dept	Status	

	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	Develop and implement a plan to improve and diversify methods to communicate with residents	X	X		COM	
	Progress	Dept		Status		
	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	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	X	X	X	COM	PD/Fire/PW/Engin
	Progress	Dept		Status		

	<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 & 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">• Create the P/IH (Institutional Housing) Overlay District• Prohibit STVR uses in the R1 and R2 zones• Allow transitional and supportive housing by-right in zones where multifamily and mixed uses are permitted, including nonresidential zones permitting multifamily uses• Updated the definition of “family” to remove the limit of five unrelated persons		

				<ul style="list-style-type: none"> 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. 		
F-8	Continue to facilitate the attraction and promotion of community events which celebrate our diversity, build a cohesive community, and support local business	X	X	X	CMO	Econ Dev
	Progress	Dept		Status		
	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. LGBT+ Days is going through some rebranding to increase inclusivity for 2025 and Mi Chavela 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.		
F-9	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	X	X		CMO and Economic Development	All Departments
	Progress	Dept		Status		
	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		
F-10	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.	X			CMO	All Departments/ Mental Health Professionals
	Progress	Dept		Status		
	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.					
F-11	Establish a Cooling Center by June 2024.	X	X		CMO	PD/Fire/ Mental Health Professionals/ Regional Partners
	Progress	Dept		Status		
	Riverside County established a cooling center at the Cathedral City Library			Complete – Opened June 1 and will run through October, 2024.		
F-12	Implement a code compliance program that proactively identifies and responds to code compliance complaints		X		Dev Svcs	All Departments
	Progress	Dept		Status		
	<ul style="list-style-type: none"> • 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. • Increase code compliance participation in the Abandoned Vehicle Authority (AVA) program. • Develop and deploy pilot programs for the education and enforcement of solid waste container regulations and street sweeping. 	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.		
F-13	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	X			Dev Svcs	PW/Engin
	Progress	Dept		Status		

	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

Review Comparison data on Council salaries and the process to update if warranted		X			CMO	
Progress	Dept	Status				
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.				
Develop a professional development program to enhance career development opportunities, strengthen organizational capabilities, and increase organizational capacity		X			HR/CMO	All Departments
Progress	Dept	Status				
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				
Establish workers compensation criteria and guidelines to utilize staff with light duty limitations				X	HR/Finance	All Departments
Progress	Dept	Status				
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.				
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		X	X	X	CMO	All Departments
Progress	Dept	Status				

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

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
Progress	Dept	Status				
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.				
By the end of 2023 complete the design phase and begin construction of Esperanza Park		X			PW/Engin	
Progress	Dept	Status				
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.				
By the end of 2023 complete the design phase and begin construction of Esperanza Park		X			PW/Engin	
Progress	Dept	Status				
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.				

Develop and Implement Fleet Management policies to establish vehicle replacements and utilization standards		X			PW/Engin	PD/Fire/Finance
Progress	Dept	Status				
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

Increase Council District Improvement Funds		X			CMO	Finance
Progress	Dept	Status				
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.				
Allocate resources necessary to achieve the Council's Goals and Vision		X	X	X	CMO	All Departments
Progress	Dept	Status				
	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.				
Develop an inventory of vacant and underutilized properties		X			Econ Dev	Dev Svcs/GIS
Progress	Dept	Status				
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.				

Strengthen the Economic Development Team and remove optional tasks such as commission staffing to focus on core/essential duties and provision of additional resources.		X			CMO/Econ Dev	
Progress	Dept	Status				
Economic Development has transitioned all Public Art Commission responsibilities to Assistant City Manager Anne Ambrose.	ECON DEV	Complete.				
Complete and adopt the Development Impact Fee Study		X			Econ Dev	All Departments
Progress	Dept	Status				
The updated development impact fee schedule was formally approved in October 2023 with new DIF fees becoming effective January 1, 2024.	ECON DEV	Complete.				
Update the Thousand Palms Fiscal Analysis		X			Dev Svcs	All Departments
Progress	Dept	Status				
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.				
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				
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

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

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				
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.				
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				
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.				
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				
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

Fill the authorized Ambulance Operator position and complete the transition to the ambulance operator program and provision of the third ambulance		X			Fire	HR
Progress	Dept	Status				
Third ambulance in service	Fire	Complete.				
Develop a firearm discharge ordinance		X			PD	City Attorney
Progress	Dept	Status				
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.				
Continue to explore and utilize technology to promote public safety.			X		PD	IT/PW/Engin/ Facilities
Progress	Dept	Status				
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.				
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				
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.				
Implement new program to improve community access to crime stats		X			PD	
Progress	Dept	Status				
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

Help define who Cathedral City is for our families and others			X		CMO	
Progress	Dept	Status				
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 & 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>				
Work with Riverside County to locate the potential RUHS community health center in Cathedral City			X		Econ Dev	
Progress	Dept	Status				
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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