

CITY OF CATHEDRAL CITY

5 YEAR STRATEGIC PLAN



Cathedral City

Revised and Updated
February 14, 2024

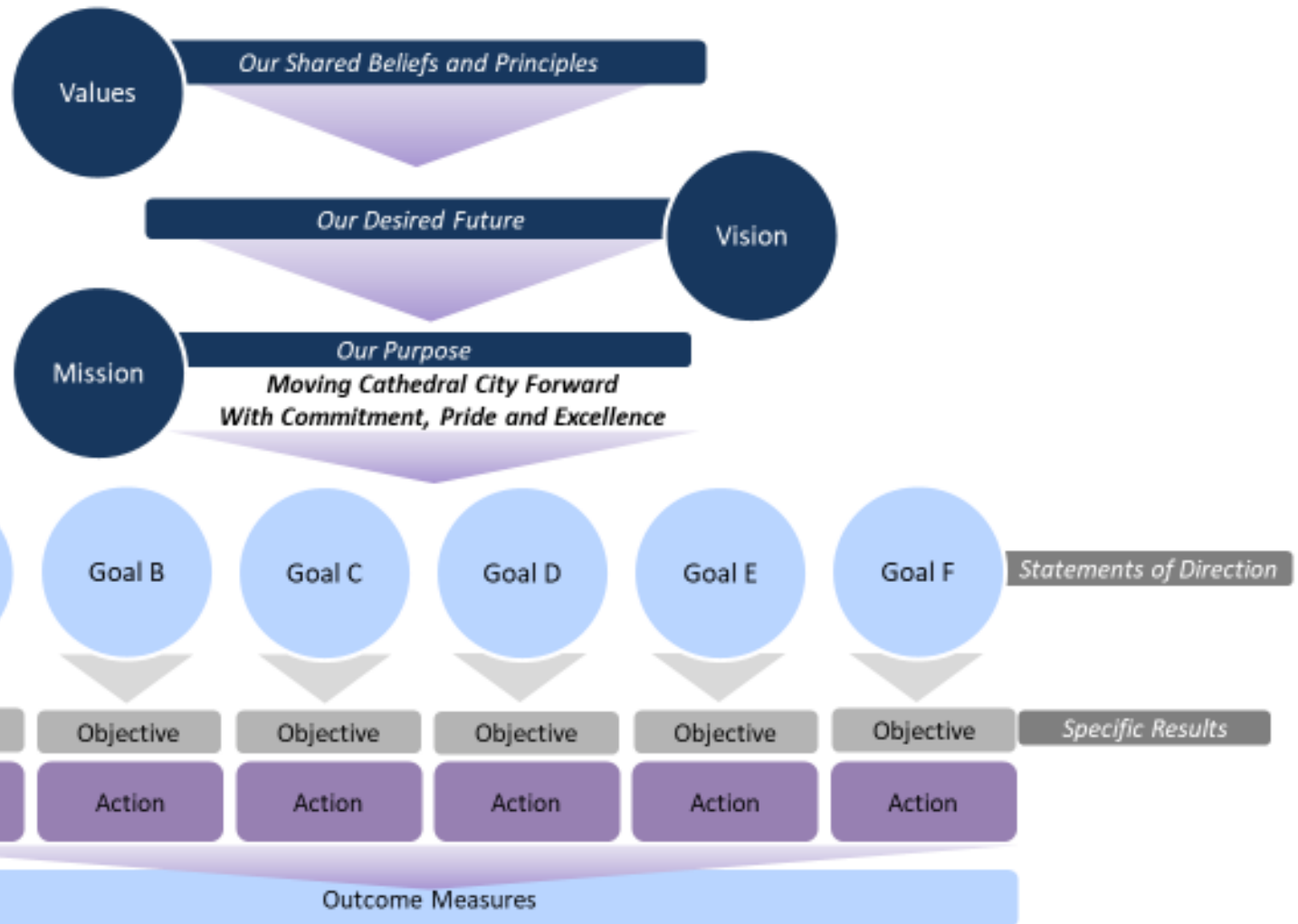
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Strategic Plan Overview



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



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.



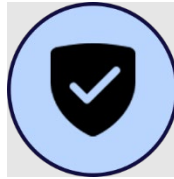
Goal D – INNOVATION

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	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.		
	Finance is reviewing existing maintenance vendors to update contracts.	FIN		Ongoing.		
	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				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	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 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.			
	Manage professional development program and bi-annual review budget needs.	HR/Departments	Ongoing. Will be reviewed with the next budget.			
	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.			
	Build a system with the goal of allowing newly promoted supervisors to obtain an LCW certificate; those not in a supervisory position can obtain the certificate and use the professional certificate as credit for supervisory experience. Ongoing - HR will continue to research programs and training opportunities. When opportunities are identified, they will be discussed with the Executive Team for feedback and buy-in.	HR/CMO	Current Programs: <ul style="list-style-type: none">• LCW Public Sector Employment Relations Certificate• Municipal Management Association of Southern California (MMASC) available to employees			
	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-5	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	Work has not begun yet on this initiative.				
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 15Baseball Opening DayFather’s Day Paint/LunchHoliday Secret Santa/PotluckHalloween Dress-up DayHispanic Heritage Month/PotluckHurricane Hilary Staff AppreciationMother’s Day Paint/Lunch 2024 – Calendar of events in the works. 03/28/24 – Management Team Teambuilding event	HR/COM/CMO	Ongoing.				
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 and regularly review progress and accomplishments at City Manager Department Head Meetings	X	X	X	CMO	All Departments
	Progress	Dept	Status			
	Bi-annual updates to the City Council	CMO	Provided City Council update on 8/23/23 and 1/27/24. Will be bringing revisions from strategic plan workshop to the City Council on 2/14/24 for adoption.			
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	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				

- 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	Dept		Status		
	Create an Electric Vehicle Transition plan as a module in the Climate Action Plan Update.	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 Request for Proposals within 90 days and will bring back for Council approval when qualified consultant is vetted. Development of the plan will take approximately 18 months.		
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. Will include in the next biennial budget.		
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. 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. Will include 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. 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-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. 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.				
	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.				
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	Update Library lease agreement, identify what space needs exist for the library’s use and what space could be utilized for other purposes.				
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 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.				
	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 and will be getting quotes.				
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. 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-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 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. Will include in the next biennial budget.				
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.	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.				
	Implement traffic calming plan	PW/PD	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-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 will be presented to the City Council on 1/24/24.				
	Create proposed ballot language	CMO	City Council will support the measure and provide resources.				
	Consult with DRD to see what they would do to make fields accessible to T-ball	CMO					
B-12	Complete construction of the Dream Home Park - 2025		X	X		PW/Engin	
	Progress	Dept	Status				
	Secure funding for the construction not covered by the grant.	ENG/PW	The City Council appropriated additional General Fund allocation to fully fund the park project.				
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 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.
	Successfully pass a ballot measure to provide additional funding for roads projects/PMP implementation.	CMO			
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).		
	Complete 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	Staff has completed the training on the PMP software. As a result of Tropical Storm Hillary, 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-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	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.		
	Updated fleet depreciation schedules to ensure replacement (depreciation) costs were budgeted in the FY	FIN	Completed		

2023/2024 & FY 2024/2025 biennial budget. Ensured fleet is depreciated according to the City's Fixed Asset Policy.		
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- **Items delayed due to Tropical Storm Hilary**



Goal C - FISCAL STABILITY AND SUSTAINABILITY

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

Action	Action Description	Year 0-1	Year 1-2	Year 2-5	Lead/Co-Lead	Support Partners
C-1	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 FY 2024/2025. Once fully staffed, realign tasks to be 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.		
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 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 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. Additional items will need to be considered in the next two biennial budgets.				
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				
	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-7	Upon completion of EnerGov Implementation, create an updated Development Resources Guide			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-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	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	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 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 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-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, with goal to implement plan by July 1, 2024.				
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 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-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.				

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- **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		Ongoing; Input was received from staff through a series of questionnaires and meetings to determine each department's technology needs. Hardware and technology resources assessment completed. Individual interviews conducted with the City Council. Implementation will be delayed due to impacts of Tropical Storm Hilary. Once the plan is completed, staff will review the current budget to see what can be realigned with the plan. Future budgets will be prioritized based on the plan and available funding.		
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 April 2024.	CMO/ IT /BLDG		Stopped contract with Park Consulting and are using the funds to work directly with Tyler EnerGov implementer. Customer Self Service has launched with 11 online permits now available including garage sale permits, residential solar (15kw or less), expedited water heater, residential and commercial pool drain, residential pool alteration, expedited main service panel changeout, expedited HVAC, expedited window/door, residential new pool/spa, expedited residential sewer connection, and expedited residential re-roof.		

		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.				
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. 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 and interfacing to the Tyler Munis EAM module. 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 platform to be use with GIS Enterprise solution for Public Safety and Community Development.		IT		Completed and integrated with City Maps online.		

	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.				
D-4	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.				
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	Project is restarting in February.				
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 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/IT/PW	Staff will bring a study session to the City Council to update on whether SIFI will be a viable option				
	Research other broadband solutions to ensure everyone has equitable access to internet connectivity.	ECON DEV/IT/PW					
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	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				

<p>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 	<p>SIDEWALK CPR 2023: 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. 01/2024: One location per week for each Council District 1-5 in Country Clubs/Senior Center/MHP (Refer to ** below for locations) 04/2024: Boys & Girls Club 09/2024: CCHS</p> <p>DROWNING PREVENTION 2024: 03/2024, 2nd and 3rd week (prior to Spring Break) private and public elementary schools 2-3 per week 04/2024: One location per week for each Council District 1-5 in Country Clubs/Senior Center/MHP 05/2024: 1st week, Boys and Girls Club</p> <p>CERT 2023: 10/2023-English CERT 2024: 02/2024-Spanish</p> <p>FALL PREVENTION 2023: Fall 2023: TBD (in conjunction with DRMC) @ Senior Center Center/MHP. SMOKE ALARM INSTALLATION WITH AMERICAN RED CROSS 2024: 01/20/24</p>
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		<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> <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:</p> <p>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>
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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				
	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.	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				
D-10	Commission a survey of historic properties			X		CMO	

Progress	Dept	Status
		Will need to be included in the next biennial budget.

- 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		
E-2	Continue to explore and utilize technology to promote public safety.		X		PD	IT/PW/Engin/ Facilities
	Progress	Dept		Status		
	Dreams Homes Park Cameras	IT		IT provided equipment information to Engineering Dept.		
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 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-7	Fire				

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		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.		
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.		
E-6	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/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.		

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. 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. 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. Started construction of Cathedral Canyon bike East Palm Canyon Bike Lanes.		
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 initiating working on these protocols this past month, having been stalled by Tropical Storm Hillary efforts to staff time.		
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. 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.		
	Develop written protocols for reporting damaged or inoperable cameras.	IT/FAC/PD	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, 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.		
	Enhancing PW/Risk program.		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. Completion within 12 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 and Facilities has initiated working on these protocols this past month, having been stalled by Tropical Storm Hillary restoration impacts on staff time.		
	PD/PW call out procedures.	PW/PD	Informal process already in place between Police/Public Works/Facilities. Staff will work to document the process within 6 months.		
E-13	Keep the City Council apprised of changes to the Code Enforcement program	X		DEV SVCS/CODE	
	Progress	Dept	Status		

Conduct a study session for the CC on the current status of Code Enforcement in the City including the use of volunteers.	DS/CODE	General overview of the program and changes that have been made in the last year scheduled for February 2024.
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- 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		
Phase 2 (legal updates) has commenced, starting with updating of the ADU Ordinance and a new ordinance addressing SB9.		DEV SVCS/PLN		<p>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.</p> <p>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. Staff will seek a budget adjustment to fund</p>		

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		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. Staff will schedule a study session with the City Council.		
F-2	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-3	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 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-4	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 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-5	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		
	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.		

				Need to continually communicate.		
F-6	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		<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 • 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. <p>Pre-Approved ADU Plans ADU Ordinance Update</p>		
F-7	Continue to facilitate the attraction and promotion of community events which celebrate our diversity, builds a cohesive community, and supports local business	X	X	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-8	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-9	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) will be attending the February 2024 Unhoused Committee meeting to provide update and progress information.	CMO		Ongoing.		
F-10	Establish a Cooling Center by June 2024.	X	X		CMO	PD/Fire/ Mental Health Professionals/ Regional Partners
	Progress	Dept		Status		
F-11	Implement a code compliance program that proactively identifies and responds to code compliance complaints		X		Dev Svcs	All Departments
	Progress	Dept		Status		
	• Manage code compliance open caseload with a target of 1,000 open cases to create more opportunities for proactive officer time with a	DEV SVCS/CODE		Ongoing.		

	<p>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.</p> <ul style="list-style-type: none"> • 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. 				
	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-12	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-13	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. Seek funding to develop pre-approved plans.	
F-14	Explore with Tribal Officials to hold an annual or bi-annual joint meeting or 2 x 2 meetings	X		CMO	
	Progress	Dept	Status		

- 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.	IT	Completed/Ongoing				
Promote participation with the Municipal Management Association of Southern California (MMASC).						
Establish workers compensation criteria and guidelines to utilize staff with light duty limitations				X	HR	All Departments
Progress	Dept	Status				
Policy issued.	HR	Completed.				
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	Completed.
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 on the Dream Homes 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 on the Dream Homes 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 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.
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.

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	Completed.				
Anticipated code enforcement needs to service the annexation area provided.	DEV SVCS/ CODE	Completed.				

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	This is 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	Completed.				
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.				
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.				
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.				

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 in June 2023.	PD	Completed.				
Upgrade backup system to have Cloud backups/DR solution (Approved Budget).	IT	Completed.				

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.				

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 but unserved Medicaid patients. Numbers of eligible but unserved Medicaid patients ranged from 99,022 (City of Riverside) to 5,419 (City	ECON DEV	Complete. RUHS services are currently available to Cathedral City residents within existing Palm Springs facilities.				

<p>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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