CITY OF CATHEDRAL CITY

5 YEAR STRATEGIC PLAN

Cathedral City

City Council Update
August 12, 2026

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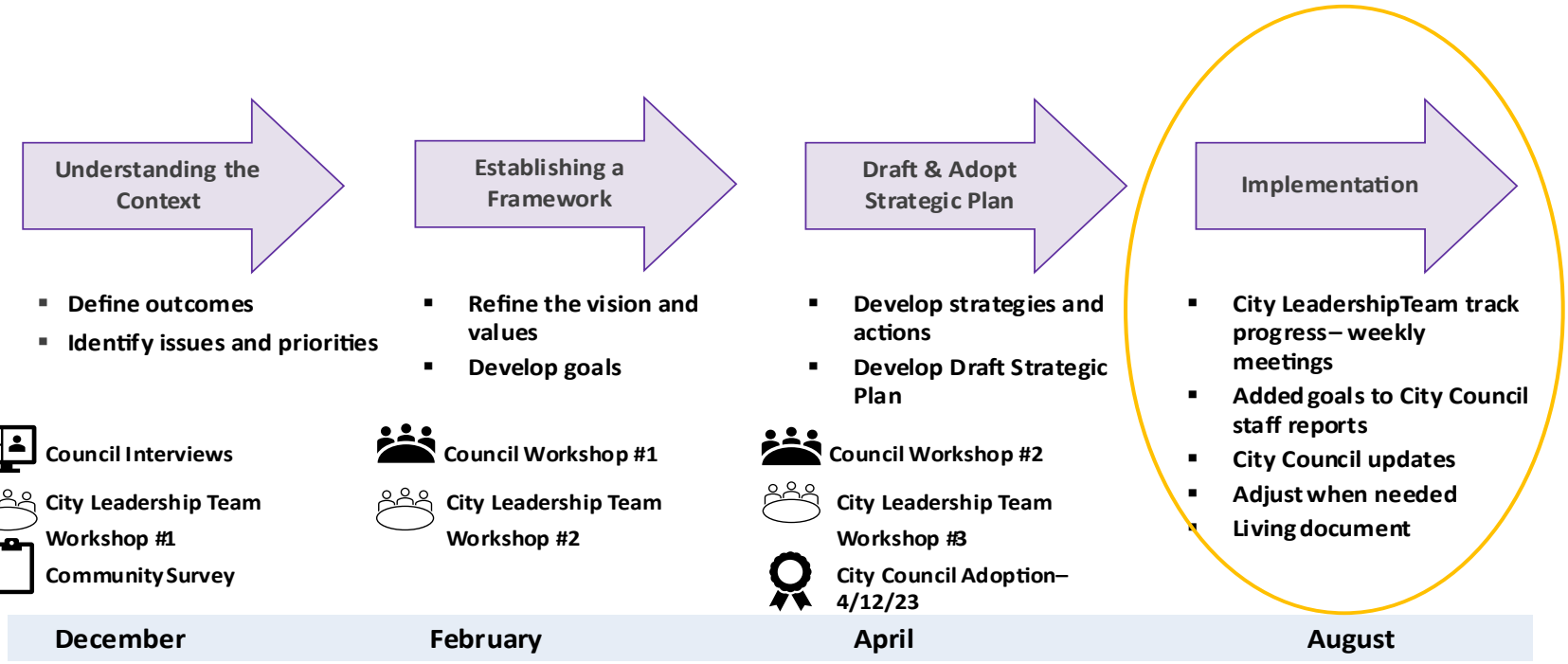
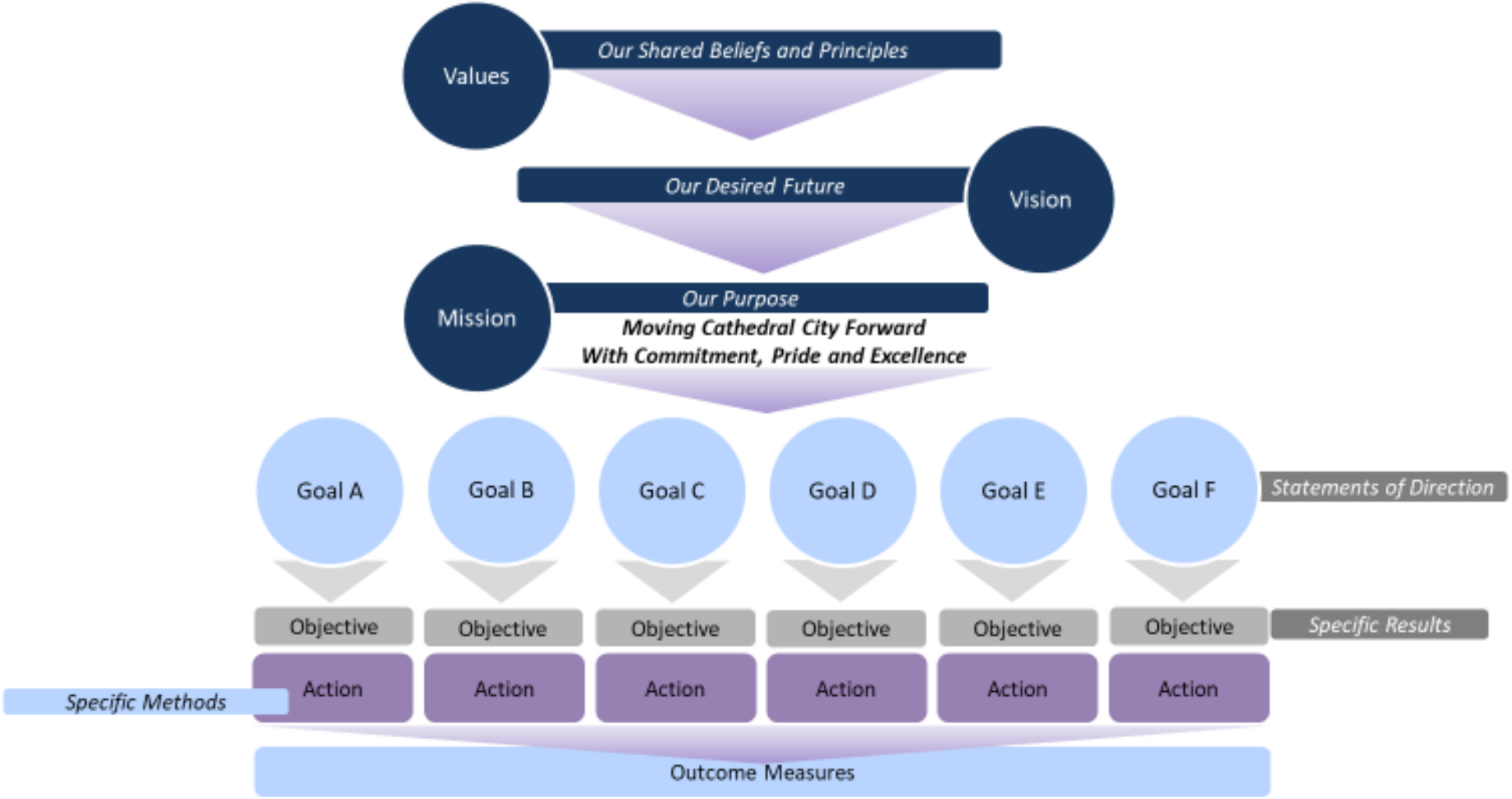
Strategic Plan Overview



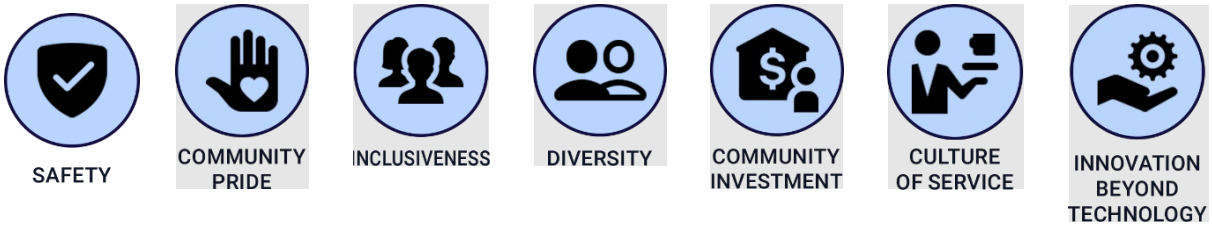
Strategic Plan Framework



VALUES/VISION/MISSION

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

OUR VALUES



OUR VISION

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

OUR MISSION

Moving Cathedral City Forward with Commitment, Pride, and Excellence

Creating a safe, inclusive, and progressive community
Providing quality service
Valuing fairness, balance, and trust
Building partnerships
Honoring our similarities and differences

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 B - COMMUNITY INVESTMENT
Objective: Cathedral City roads, gateways, public spaces, and other infrastructure are well planned, designed, constructed and maintained.

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

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

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
A-1	**Schedule joint meetings once a year with our Commissions/Committees, perhaps using the "off" Wednesday.**	**CMO**	**X**	**X**	**X**

Dept	Task	Status
CMO	Schedule joint meetings.	Joint meeting with the Planning Commission was held on May 7, 2025. Continue to evaluate opportunities as necessary.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
A-2	**Explore and solicit public feedback on a potential charter amendment to include Council salaries, term limits and others.**	**CMO/CITY CLERK**	**X**		

Dept	Task	Status
CM	Research and provide feedback to Council on types of charter amendments.	City Attorney's Office to review and provide memo to the City Council on types of charter amendments. **Staff to create a work plan in January, 2027 to solicit community and city council input on any desired amendments for review and possible inclusion on the 2028 election.**

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
A-3	**Develop and implement a professional development program to enhance career development opportunities, strengthen organizational capabilities, and increase organizational capacity.**	**CMO/HR**	**X**	**X**	

Dept	Task	Status
HR	Expand the current LCW certification program to encompass Customer Service Excellence Certificate	In 2024-2025, the city had 14 participants in the LCW consortium. Of these participants, two (2) have completed the Public Sector Employment Relations Certificate Program, while the remaining participants continue their coursework. A total of four (4) employees have obtained their certificate of completion. The city maintains ongoing participation in the LCW Consortium for continued professional

		development opportunities. To enhance program effectiveness and increase staff engagement, HR is exploring the development of a tailored in-house program that would be more attractive and relevant to our agency's specific needs. This initiative aims to integrate customer service excellence components into the existing leadership development program, creating a comprehensive certification that addresses both leadership skills and customer service excellence, thereby better serving our organizational goals and community needs.
HR	Provide department-specific technical training for at least 50% of staff based on skills assessment	A comprehensive survey was developed and distributed to all employees to identify specific technical training needs unique to each department. The purpose of this assessment was to provide Human Resources with insight as to what type of training City staff and leadership were interested in seeing.
FIN SVCS	Accounting and Finance Training Facilities Training	California Society of Municipal Finance Officer's (CSMFO) and Government Finance Officer's Association (GFOA) Accounting and Budget Classes Tyler Enterprise Resource Planning (ERP) Munis Training PERMA training,, e.g., Skills and Safety Training
PW	Provide department- specific training	The Public Works Department holds annual trainings to ensure personnel remain current with safety protocols, regulatory requirements, standard operating procedures, and best management practices, while also enhancing employee skills that support operational efficiency and potential career advancement. Public Works Maintenance trainings include, but are not limited to, Defensive Driving, E-Waste Handling, Heat Illness Prevention, and Operator Lift Safety. In addition, maintenance staff attended the West Coast Arborist Lunch Meeting to learn proper maintenance procedures and reinforce best practices for safe and effective operations. In November 2025, Assistant Engineer Andres Perez completed the Resident Engineer Academy Program, hosted by California Department of Transportation (Caltrans).

GOAL A- SERVE THE COMMUNITY WITH PRIDE AND DEDICATION

		In April 2026, Public Works Maintenance and Engineering staff attended the PWX Conference to learn new innovative strategies related to street improvements and maintenance. Additionally, the city's Assistant Engineers completed the American Public Works Association (APWA) Green Book Seminar, which focused on specifications writing, contract requirements, and application of standard specifications for public works projects. The training will support improved preparation of contract and specification documents for city construction projects.
HR	City-wide training	HR staff actively participate in various webinars and conferences throughout the year that are directly related to their job duties and professional development. This includes specialized training through NeoGOV for recruitment processes, CalPERS for retirement and health benefits administration, CPS for classification and compensation matters, and participation in HR roundtables for industry best practices and networking. Additionally, our staff participates in the LCW consortium for labor relations training, ensuring we stay current with best practices and regulatory requirements in employee relations and labor management. The LCW consortium training opportunities are made available to all employees across the organization, providing agency-wide access to professional development in labor relations and leadership skills. All department heads and other key staff from across the organization participated in two-day EOC training in November, 2025 and January, 2026 culminating in a ½ day tabletop exercise on January 28, 2026. All staff with an EOC role have taken required FEMA coursework online. The City has partnered with Regional Government Services Spring 2026 Analyst Boot Camp Virtual Analyst Skills Building training. The 6-month Boot Camp is from May-November 2026. Currently nine (9) employees are participating. Analysts play a vital role in ensuring agency missions, programs, and projects succeed. This comprehensive boot camp equips participants with a well-rounded foundation of essential skills needed to excel as local government analysts.

GOAL A- SERVE THE COMMUNITY WITH PRIDE AND DEDICATION

Fire Dept		IT conducted a tabletop exercise with the executive team on responding to a ransomware attack. **Career Development and Succession Planning** Cathedral City Fire & EMS has invested heavily this year in developing our people and building the leadership bench. Two internal academies now in process: a Fire Captains Academy and an Engineers Academy, both designed to give interested personnel a structured learning environment to master the skills their next role demands. The Fire Captains Academy consists of five weeks of training delivered across five separate modules. Each module runs anywhere from three to five days depending on the subject matter, allowing us to give appropriate depth to the more complex material. The goal is straightforward: provide all interested personnel the information and the environment to learn every skill necessary to succeed as a Fire Captain. We are currently halfway through the academy, anticipate completing it by September 2026, and will run a Captain testing process in October 2026. We applied that same proven methodology to the Engineers Academy. It consists of two classes, Driver Operator 1A and 1B along with the State Fire Marshal Driver Operator 1A and 1B, supported by six sessions of hands-on driver operator training. Those sessions cover vehicle checkout, pump operations, firefighting operations, and the other essential skills of the position, including driving, backing, and apparatus setup. We have completed Round One of the Engineers Academy and, because additional personnel have since expressed interest, we are launching a second round. Round Two begins in August and is anticipated for completion in September 2026. Together, these academies reflect a deliberate commitment to succession planning and professional growth. By building these skills in-house, we strengthen our promotional pipeline, deepen our operational readiness, and continue to develop the next generation of leaders from within our own ranks.

GOAL A- SERVE THE COMMUNITY WITH PRIDE AND DEDICATION

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR f 2-5
A-4	**Identify initiatives and establish programs that recognize and appreciate employees for performance, innovation, and efficiency.**	**CMO/HR**		**X**	

Dept	Task	Status
HR	Enhance existing employee recognition programs with quarterly department-level recognition events	HR staff have successfully transformed the City Manager's quarterly meeting format from a traditional information-only session to an interactive, comprehensive employee recognition platform. All departments now have the opportunity to recognize employees and teams for specific projects or initiatives, fostering a culture of appreciation and cross-departmental collaboration. Staff continues to enhance the program by making it accessible via Zoom to accommodate remote participation and ensure all employees can attend regardless of location. Additionally, staff have incorporated visual elements by adding pictures to employee recognition segments, including tenure milestone celebrations and new hire introductions. This multimedia approach has increased engagement and creates a more personal connection during the recognition process. Conduct semiannual Longevity Luncheons with the City Manager to recognize employees celebrating service anniversaries and express appreciation for their continued commitment and contributions to the organization.
HR	Develop an annual "Innovation and Efficiency" award program with implementation of selected employee ideas	**PENDING - EXPLORE THE CREATION AND DECIDE ON CURRENT RECOMMENDATIONS OF AN ANNUAL PROGRAM.** Staff have developed a comprehensive annual "Innovation and Efficiency" award program designed to recognize and implement employee-generated ideas that improve workplace processes and organizational effectiveness. The program framework is currently awaiting approval and is expected to be in place by the next city quarterly meeting in August. This initiative will create a structured process for employees to submit innovative ideas, establish criteria for evaluation and

GOAL A- SERVE THE COMMUNITY WITH PRIDE AND DEDICATION

		selection, and provide recognition for contributors whose ideas are implemented to benefit the organization.
PW/ENG	Recognize and appreciate employees for performance, innovation and efficiency	The Public Works Department regularly recognizes its employees at the City Manager's Quarterly Meetings. Recognition includes outstanding customer service, project achievements, educational accomplishments, and certification completions. At the May 13, 2026, City Council meeting, City Council proclaimed that Cathedral City will recognize Public Works week from May 17-23, 2026, in collaboration with the American Public Works Association (APWA).
CEDD	Recognize and appreciate employees for performance, innovation and efficiency	The Community and Economic Development Department recognize its employees at the City Manager's quarterly and monthly department meetings. Recognition includes customer service, project achievements, implementation of operational efficiencies, and professional and educational achievements.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
A-5	**Develop staff team-building activities to encourage cohesion and foster a spirit of collaboration.**	**CMO**	**X**		

Dept	Task	Status
HR/CMO	Organize two city-wide team-building events per year that promote cross-departmental collaboration.	**PENDING – REVIEW AND DISCUSS TEAM BUILDING EVENTS WITH NEW CITY MANAGER.** Currently, we have not had a consistent team-building event program in place. The new HR Manager will evaluate our organizational needs and develop a plan for implementing two city-wide team-building events annually. This evaluation will determine the most effective ways to promote cross-department collaborations, select appropriate event formats, and create a sustainable, cost-effective schedule that brings together staff from all departments.

GOAL A- SERVE THE COMMUNITY WITH PRIDE AND DEDICATION

		July 2, 2026 – Nacho bar luncheon to celebrate the World Cup finals. July 21, 2026 – Summer potluck
PW	Public Works Department team-building event.	In celebration of Public Works Week May 17 - 23, the department hosted a team-building lunch designed to strengthen collaboration, boost morale, and recognize the vital contributions of staff.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
A-6	**Initiate a Class and Compensation Study to benchmark and proactively identify compensation issues impacting employee retention and attraction.**	**HR**	**X**		

Dept	Task	Status
HR	Complete comprehensive Classification and Compensation Study	The project is currently in progress. The contract will be brought to the City Council in August, 2026 for approval. Once selected, Human Resources will meet with the vendor to finalize a timeline for the classification and compensation study to ensure completion by the established goal date. After the timeline is finalized, the next steps include launching the data-collection phase, coordinating stakeholder interviews and surveys, reviewing preliminary findings, and guiding the project through analysis, recommendations, and final report completion.
HR	Develop a phased implementation plan for recommended adjustments with a priority focus on positions with highest vacancies and turnover rates	**PENDING COMPLETION OF CLASSIFICATION AND COMPENSATION STUDY** The development of a phased implementation plan will commence upon completion of the comprehensive Classification and Compensation Study. Once the study identifies specific compensation adjustments and recommendations, we will analyze current vacancy and turnover data to prioritize positions experiencing the highest rates of departure and recruitment challenges. The implementation plan will be structured in phases to ensure budget considerations and operational continuity while addressing the most critical retention issues first.

ACTION	ACTION DESCRIPTION	LEAD	YEAR	YEAR	YEAR

GOAL A- SERVE THE COMMUNITY WITH PRIDE AND DEDICATION

		DEPARTMENT	0-1	1-2	2-5
A-7	**Implement the Strategic Plan by ensuring department work programs include initiatives that achieve Strategic Plan Actions and regularly review progress and accomplishments at City Manager Department Head Meetings.**	**CMO**	**X**	**X**	**X**

Dept	Task	Status
CM	Department Head Staff Meetings	Goals are regularly reviewed quarterly at department head staff meeting. City Council update scheduled for August 12, 2026.
CM	Incorporate into the budget	The budget included the strategic plan goals, and each department discussed their accomplishments and goals and objectives for the budget period in alignment with the adopted strategic plan goals. – ONGOING.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
A-8	**Include a Community Satisfaction Survey in the future budget to monitor community support and satisfaction with Strategic Plan outcomes and to objectively gather community opinions, preferences, and satisfaction with city services.**	**CMO**	**X**		

Dept	Task	Status
CMO	FM3 Survey	Included $50,000 in FY 2025/2026 budget. The survey was conducted in January, 2026 and the results presented at the 2026 Strategic Planning and Goal Setting Session on February 7, 2026. The next survey will be budgeted for in FY 2028/2029 with a plan to conduct the survey in the fall of 2028 prior to the annual Strategic Planning and Goal Setting Session. COMPLETE.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5

GOAL A- SERVE THE COMMUNITY WITH PRIDE AND DEDICATION

A-9	Develop a Summer Council schedule with the objective of one meeting per month in June, July and August.	CMO	X	X	X

Dept	Task	Status
CM	Establish a summer Council schedule	The June 24, July 8, September 9, and September 23, 2026, meetings will be vacated for the summer. Additionally, November 11, November 25, and December 23, 2026 will be vacated, and Special Meetings will be called for September 16 and November 10, 2026.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
A-10	Develop a Department Head Recruitment Process with Council and Community Input	HR			

Dept	Task	Status
HR	Establish a department head recruitment process with City Council, Community and employee input.	Human Resources led the recruitment of the Community and Economic Development Director. The process incorporated input from City Council, the community, and Community and Economic Development Department staff. This resulted in the successful hiring of the new Community and Economic Development Director. The recruitment of the City's next Police Chief is currently underway. Human Resources is conducting the process using the same approach applied during the Community and Economic Development Director recruitment, incorporating broad stakeholder engagement and a thorough, inclusive selection process.

GOAL B- COMMUNITY INVESTMENT

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-1	**Develop an Electric Vehicle transition plan to comply with upcoming state mandates and include consideration of providing publicly accessible charging stations.**	**PW**	**X**		

Dept	Task	Status
PW	Work with CVAG and other Coachella Valley Cities to develop a Climate Action Plan that includes an Electric Vehicle Transition Plan as a key component.	The Coachella Valley Association of Governments (CVAG), in collaboration with regional partners, completed the Regional Comprehensive Climate Action Plan (CCAP), which serves as the framework for local climate planning throughout the region. The CCAP was presented to the City Council during the January 8, 2026 Study Session. Building on this regional effort, City staff met with ICF, the consultant that prepared the Regional CCAP, to discuss updating Cathedral City's 2013 Climate Action Plan. The proposed update will leverage the completed regional technical analysis and modeling while incorporating Cathedral City's existing greenhouse gas reduction initiatives, local priorities, and community-specific strategies. The updated Climate Action Plan will also include recommendations for a municipal Zero-Emission Vehicle (ZEV)/Electric Vehicle (EV) Transition Plan and strategies to support public and commercial EV charging infrastructure. City staff is currently evaluating ICF's proposed scope of work and contract. The goal is to present the proposed Climate Action Plan update and professional services agreement to the City Council on August 12, 2026, with the completed Climate Action Plan anticipated in early 2027.

GOAL B- COMMUNITY INVESTMENT

PW	Electric Vehicle Purchases	The Public Works Fleet Division continues to advance the City's sustainability goals through the ongoing integration of electric vehicles (EVs) into the municipal fleet. The City currently has a total of six EVs in its fleet, which includes two EVs purchased since January 2026, further supporting emissions reduction efforts across City operations. The Police Department continues to evaluate and incorporate electric vehicles into its fleet where operationally appropriate, maintaining its commitment to modernizing vehicles while balancing public safety needs. This effort has included introducing the first electric vehicles in the Coachella Valley utilized by Community Service Officers (CSO) and School Resource Officers (SRO). Looking ahead, staff remains committed to evaluating electric vehicle options for all future vehicle replacements and new purchases, including planned expansion of the EV fleet to Code Enforcement and Building divisions. This includes assessing available EV models for suitability across departmental functions, infrastructure readiness, and lifecycle cost effectiveness. Sustainability and operational efficiency will continue to be key considerations in the City's vehicle procurement strategy.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-2	**Develop an entryway, medians, and lighting master plan to provide an appealing gateway to the City.**	**PW/ENGIN**	**X**		

Dept	Task	Status
CM/PW/ ENG	Purchase and install entryway monuments on East Palm Canyon Drive.	The Engineering Division has allocated funding in the FY 2026–2030 Capital Improvement Program (CIP) for the installation of one entryway monument annually, subject to funding availability. The first monument, to be installed in the median on East Palm Canyon Drive at the eastern city limits, is funded using Councilmember funds from Councilmember Ross. The construction of the first monument was completed in June 2026.

GOAL B- COMMUNITY INVESTMENT

		The second monument, which will be located on East Palm Canyon Drive at western city limits, is included in the plans and specifications being developed for the East Palm Canyon Master Undergrounding, Widening, and Traffic Signal at Cree Road project. Staff expect to recommend the award of a construction contract at a City Council meeting in October 2026.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-3	**Develop and implement a wilderness trail plan.**	**PW**	**X**		

Dept	Task	Status
PW	Initiate an RFP for a wilderness trail plan	The Public Works Department will issue a Request for Proposals (RFP) for the Wilderness Trail Plan once funding becomes available. In the interim, the Public Works Manager will continue participating in the quarterly Coachella Valley Conservation Commission meetings to coordinate regional trail planning efforts, with the next meeting scheduled for September 2026.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-4	**Complete design and seek funding to construct the downtown dog park and pickleball courts.**	**PW/ENGIN**	**X**	**X**	

Dept	Task	Status
ENG	Downtown Dog Park Design	100% plans, specifications, and estimates (PS&E) are completed. On October 22, 2025, Engineering staff provided an update about the Downtown Dog Park and Pickleball Courts to City Council. The update included the latest design progress for the park and an overview of the grant eligibility and land use requirements established by California State Parks. Also on October 22, 2025, the Public Works Director and City Engineer met with representatives from Assemblymember Greg Wallis' office to present the Downtown Dog Park Project. The meeting focused on the status of the park's development and the legislative requirements imposed by California State Parks under the bond acts that funded the former Second Street Park. The Public Works Director and City Engineer continue to meet with the Assemblymember's office and are now working with a legislative affairs

		representative to continue moving this process forward.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-5	**Conduct community engagement with Cove residents on proposed improvements to Chuperosa Lane.**	**ECON DEV/PW**	**X**		

Dept	Task	Status
PW	Chuperosa Lane General Maintenance	Public Works Maintenance continues to maintain the area on a regular basis and will consider proposed improvements as they are submitted. Coordinate with the development of the 5 city-owned acres downtown.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-6	**Improve pedestrian access through the use of crosswalks and sidewalk improvements.**	**PW/ENGIN**	**X**	**X**	

Dept	Task	Status
ENG/PW	Design crosswalk and sidewalk improvements to improve pedestrian access to parks.	Several Highway Safety Improvement Program (HSIP) projects began construction during FY 2025-26, with a focus on updating pedestrian crossings. Construction contracts have been awarded for HSIP 11B- Signalized Pedestrian Crossings, HSIP 11C- Citywide Traffic Signal Hardware Upgrades, and HSIP 11D- Pedestrian Crossing at 30th and San Eljay. HSIP 11B began construction in May 2026. HSIP 11C began construction in March 2026 and is currently paused due to delay in lead times. Construction will resume again in July 2026. HSIP 11D began construction in June 2026. A construction contract was awarded for HSIP 11A- Citywide Pedestrian Crosswalk Upgrades project at the May 27, 2026, City Council meeting. Construction is expected to begin by July 2026. In addition to the Engineering projects focused on crosswalk and sidewalk improvements, Public Works Maintenance annually refreshes crosswalk striping

GOAL B- COMMUNITY INVESTMENT

		as needed and addresses sidewalk hazards to help ensure safe and accessible pedestrian routes throughout the community.
PW/ENG	Utilize City Council Member Funds to improve pedestrian access throughout the city.	The Public Works Department will continue to evaluate potential locations where City Councilmember improvement funds can be used to enhance pedestrian access through crosswalk or sidewalk improvements. **Completed:** The Cathedral Canyon Sidewalk Project, funded by Councilmember Lamb, added sidewalk along Cathedral Canyon from Paseo Azulejo to Keiley Road. Construction was completed in June 2026.

ACTION	ACTION DESCRIPTION		LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-7	**Improve wayfinding signage to direct visitors to destinations in the community.**		**COM**	**X**		
Dept	**Task**	**Status**				
COM	Wayfinding signage update	The updated wayfinding signage design was presented to City Council at a Study Session in September 2025 and received their support. Following production delays due to the sophisticated and detailed nature of the design, staff met with the vendor on January 28, 2026, and identified a solution. Installation will be complete the week of June 22, 2026. The new signage improves landmark information specificity and includes destinations built since the original 2016 installation. The project is being implemented in phases over both years of the biennial budget, beginning with Downtown, and features enhanced signage promoting the Perez Art District. The Perez Art District sign unveiling will serve as a leadup event to the District's first fall art walk in September 2026. These updates reflect the community's growth and development over the past nine years.				
PW	Wayfinding Signage Communication	The Public Works Maintenance division coordinated traffic control with the Communications Department and the Wayfinding Signage developers on installation and the City Engineer reviewed and approved all sightline compliance.				

GOAL B- COMMUNITY INVESTMENT

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-8	**Implement recommendations of Facilities Master Plan**	**CMO/FIN**	**X**	**X**	**X**

Dept	Task	Status
FIN SVCS	30 Action Items Identified in the July 2023 Facilities Master Plan	23 of 30 action items completed/ implemented in FY 2024/2025. 6 of the remaining 7 items were completed in FY 2026/2027. The remaining item requires a 2nd opinion to determine validity (TBD): **Parking Structure** • Remove the abandoned generator • Repair cracks in elevated slabs • Replace sealants on levels 1 & 2 • Apply elastomeric coating on cracking columns • Replace traffic coatings at the four stairs and on the roof level • Repair holes in EIFS (Exterior Insulation Finishing System) • Repair 500 feet of barrier cables (TBD)

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-9	**Continue to work on Septic to Sewer grant. Make sure Sarah St. is included and other economic development efforts.**	**PW/ENGIN/ECON DEV**	**X**	**X**	**X**

Dept	Task	Status
ENG	CWSRF Septic to Sewer Planning Project	The State Water Resources Control Board (SWRCB) approved the Preliminary Engineering Reports in March 2026 and authorized the City to proceed with environmental review and the development of Plans, Specifications, and Estimates (PS&E). The CVWD 30% PS&E has been submitted by Ardurra (Design Consultant) and is currently under review by city staff and CVWD. The DWA PS&E is scheduled to be submitted by August 2026. In parallel, City staff, in coordination with CVWD and DWA, and Ardurra , have begun preparing applications for Clean Water State Revolving Fund (CWSRF) construction grant funding to support the next phase of the project. Additioanlly,

GOAL B- COMMUNITY INVESTMENT

		Environmental Review is underway for all project areas. The City has also executed Memorandums of Understanding (MOUs) with both CVWD and DWA to establish roles and responsibilities related to the design and construction of the proposed improvements. The project remains on schedule to complete preliminary design, environmental review, construction grant applications, and final PS&E development in 2027.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-10	**Conduct site and cost analysis for our Community Recreation Center.**	**CMO**	**X**		

Dept	Task	Status
CM	Conduct Feasibility Study.	At the July 9, 2025, City Council meeting, the council approved a contract with Group 4 Architects to conduct the site selection and feasibility study for a future community center. Updates of the progress of the study were presented to the City Council in October 2025 and January 28, 2026. The final presentation of the study occurred on February 25, 2026. Council has narrowed the discussion to four sites for further analysis but are open to other options.
CM	Financial Analysis	Staff to hire consultant to conduct evaluation of potential financing options for future community center. An RFP was published with no bidders. Staff have reached out to receive feedback and have met Kosmont on 6/30. Staff are reviewing a proposal and will schedule funding workshops with the City Council.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-11	**Support SunLine's efforts to develop an improved transit hub in Cathedral City.**	**PW/ENGIN**	**X**	**X**	

Dept	Task	Status

GOAL B- COMMUNITY INVESTMENT

CM	Discuss disposition of city owned land	At the January 22, 2025, City Council meeting, representatives from SunLine made a presentation on a concept for a transit hub off of B Street. To accomplish this project in the location presented, it would require a portion of the adjacent city-owned land. In February, Mayor Ross and city staff met with SunLine staff to discuss the AHSCP grant program, a program that provided funding for SunLine's transit hub in Coachella. That hub was partnered with the development of an affordable housing project nearby. At the July 9, 2025, City Council meeting, the council had a closed session presentation about the 5 acres of city owned land adjacent to the proposed transit center and provided direction to staff. Staff are working to resolve an issue with Riverside County with one of the APNs. Upon resolution of this issue, staff will return to City Council to initiate the SLA process on the 5-acre property. February 26, 2026 – Staff from City Manager's Office, Police, Public Works along with Councilmembers Ross and Lamb met with Sunline representatives to discuss concerns about vagrancy and drug sales near the B-Street bus stop. Sunline pulled one of the bus benches from the location and diverted route; now stopping in front of ACBCI CC Casino. A follow up meeting was held on March 20, 2026 with the Senior Center to discuss impacts of route changes on the Senior Center. On March 26, 2026, City and SunLine staff met again to provide an update on law enforcement efforts, the city's efforts to fix lighting at the benches. SunLine presented an update on their routes at the March 26 city Council meeting

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-12	**Support locating a PACE healthcare provider in the city.**	**CMO**	**X**	**X**	

Dept	Task	Status
CMO	Assess need for a PACE healthcare center and identify suitable properties; recruit possible developers.	Staff will contact Wel Be Health to discuss future growth possibilities in Cathedral City.

GOAL B- COMMUNITY INVESTMENT

CEDD	**Contact medical providers who have expressed interest in moving or expanding to Cathedral City.**	**We have contacted Discount Medical Incorporated, who is looking at coming to Cathedral City. We have also met with a developer who is working with Riverside County regarding an expansion of their Current DPSS Offices.**

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-13	**Complete planned flood control infrastructure projects, especially as part of street improvement projects.**	**PW/ENGIN**	**X**	**X**	**X**

Dept	Task	Status
ENG	Date Palm Drive Pavement Reconstruction	Design is underway for improvements to the intersection of Los Gatos Road and Date Palm Drive as a part of the Date Palm Drive Pavement Reconstruction project. As included in the scope of work, HR Green (Design Consultant) will evaluate the drainage at this intersection to determine best flood control improvements. Currently, the hydrology and hydraulic study is being conducted.
ENG	**Prioritize Funding for Date Palm unfunded roadway segment repairs.**	The Public Works Department is working with the Financial Services Department to earmark funds.
PW	Cypress Retention Basin Drain Inlet Expansion	**Completed:** The Cypress Retention Basin Project has been completed, the drain inlet should help prevent localized flooding, reduce ponding during heavy rain events, and enhance overall drainage performance within the basin.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-14	**Be vigilant in efforts to keep regional CVWD and RCFCD projects moving forward.**	**CEDD/ENGIN**	**X**	**X**	

Dept	Task	Status
ENG	CVWD – Cathedral City Development	CVWD is progressing with the North Cathedral City Flood Control Project to divert the Morongo Wash to the Whitewater River, with construction anticipated to begin in Spring 2026. The Public Works Maintenance Department continues to expend significant staff time and funding to remove mud and debris from curb and gutter

		areas along Date Palm Drive, Vista Chino, and 30th Avenue, as well as surrounding streets following storm events. Until CVWD completes its portion of the project, storm-related activity may continue to negatively impact this area and require ongoing City resources. These maintenance issues are directly related to the pending completion of the CVWD North Cathedral City Flood Control Project.
ENG	RCFCD - Varner Road	Funding for improvements at several Varner Road crossings, including Willow Hill Outfall, Long Canyon Wash at Date Palm Drive, Edom Hill Outfall, and Morongo Wash, are included in the Riverside County Flood Control (RCFCD) 5-Year Capital Improvement Plan. Updated CIP project budget requests were presented in December 2025 at the annual RCFCD CIP Budget Public Hearing, proposing recommendations for inflation increases. The project funding was approved by RCFCD in April 2026. Quarterly update meetings have been scheduled with RCFCD as these projects near closer to construction.
PW	Retention Basin Infrastructure	The Public Works Maintenance and Engineering Departments continue to evaluate retention basins to ensure proper elevations and effective stormwater flow. Tropical Storm Hilary and other recent storm events have reinforced the importance of this ongoing work. La Paloma Retention Basin: Maintenance staff are currently rebuilding and regrading the basin located at the end of Da Vall Drive off of 30th Avenue to improve water flow and drainage. Bob Hope/Varner Rd. Retention Basin: Maintenance staff will continue routine maintenance of the basin. In the future, maintenance responsibilities should be transferred to the new development in the area.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5

GOAL B- COMMUNITY INVESTMENT

B-15	Investigate creating a dedicated left turn lane on Cathedral Canyon	PW			
Dept	**Task**	**Status**			
ENG	Protective Left Turn Lane on Cathedral Canyon Drive and East Palm Canyon Drive	The Engineering Division developed an updated Local Roadway Safety Plan (LRSP) in coordination with the Police and Fire Departments. Incident data was analyzed as part of the plan's development, and recommendations for countermeasures at this location were included in the report. The recommendations may be used by the City to prioritize future safety improvement projects and pursue grant funding. The LRSP was adopted by City Council in June 2026. Additionally, a preliminary high-level design meeting with Albert Webb (On-Call Traffic Engineering Consultant) was held the week of June 22, 2026.			

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-16	Provide more messaging to the community regarding the City's progress on roads through strong communication campaigns	COMM/PW			
Dept	**Task**	**Status**			
PW/ENG/ COM	Collaboration between Public Works Department and Communications Department regarding flood control and streets projects	The Engineering Division holds weekly meetings with the Communications Department to discuss and coordinate public notifications and messaging related to CIP projects. The Public Works Director Community Update Letters include updates on stormwater and roadway infrastructure projects.			

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-17	Research implementing a Street Sweeping Ordinance	PW			
Dept	**Task**	**Status**			

GOAL B- COMMUNITY INVESTMENT

PW/CODE	Research and conduct study session with the City Council on a street sweeping ordinance	Staff to research and bring back to Council.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
B-18	**Research options to address mailboxes that impact sidewalk ADA accessibility**	**ENG/PW**			

Dept	Task	Status
PW	Research options to address mailboxes that impact sidewalk ADA accessibility.	The Public Works Department is conducting research on effected areas and solutions imposed in other cities in the surrounding area. A Study Session item will be presented to City Council in August 2026. Staff have collected proposals to gather data on sidewalk inventory. Additionally, the Engineering has issued an RFP for the development of an ADA Transition Plan, as a part of the Safe Streets for All (SS4A) Comprehensive Safety Action Plan Project. Staff are scheduled to recommend the award of a Professional Service Agreement at the August 26, 2026, City Council Meeting.

GOAL C- FISCAL STABILITY AND SUSTAINABILITY

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
C-1	**Implement improvements to purchasing practices and procedures to align with procurement code requirements.**	**FIN/CMO**	**X**	**X**	

Dept	Task	Status
FIN SVCS	Align practices and processes with Municipal Code	Bimonthly Status Update in Weekly Report
FIN SVCS	**Develop centralized purchasing and organizational standards for multi-departmental common purchases (e.g., shirts, embroidery) to include creating a Credit Card Policy.**	Once draft SOPs are created, Financial Services will coordinate with departments to establish which vendors should be used. Staff have begun working on credit card policy. Draft to be submitted to departments for review Fall, 2026.
FIN SVCS	**Municipal Code Review, Chapter 3.12**	Fin Svcs draft updates created. Will coordinate with departments and auditors. Provide to City Council for review and feedback in fall 2026.
IT	**Technology Procurement Policy**	IT developed a draft policy for technology procurement and procedures. The policy ensures that IT reviews and provides oversight before other departments purchase software or hardware. After review process, implement by Fall, 2026.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
C-2	**Develop an inventory of contract services that are due for bid and request proposals.**	**CITY CLERK/FIN**	**X**	**X**	

Dept	Task	Status
FIN SVCS	Contract Tracker	Maintain list; Update monthly; Include bimonthly in City Manager's Weekly Report; Work with departments to update contracts

GOAL C- FISCAL STABILITY AND SUSTAINABILITY

PW/ENG	Public Works Department Contract Tracker	Public Works Divisions manage a shared Contract Tracker to monitor department-specific contracts, ensuring they are accurately maintained, updated as needed, and aligned with procurement requirements. Amendments for necessary one-year contract extensions were issued for FY 2026-27.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
C-3	**Consider the acquisition of an underutilized site on Cathedral Canyon and work to activate the site.**	**ECON DEV**	**X**	**X**	

Dept	Task	Status
Econ Dev	Obtain property appraisal.	An appraisal report was produced for the City in April 2025. The valuation was analyzed as vacant land. There is a very substantial difference between the estimated fair market valuation and what the property owner has suggested he would sell it for. Econ Dev staff has recently contacted the property owner for a status update and met with affordable housing developers regarding the exploration of this property.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
C-4	**Evaluate data and work with partner agencies to identify holes in the local economy and develop plans to address.**	**ECON DEV**	**X**	**X**	

Dept	Task	Status
Econ Dev	Participate in Riverside County Comprehensive Economic Development Strategy (RCOED) project and the version more specific to the Coachella Valley.	Staff have submitted Cathedral City economic development projects for inclusion in the RCOED CEDS, including a local economic roadmap, a citywide land and sites analysis, and a signalization project at Highway 111 and Cree. The inclusion of these projects in the RCOED CEDS creates funding opportunities through the U.S. Economic Development Administration (EDA). Staff continue to participate in

GOAL C- FISCAL STABILITY AND SUSTAINABILITY

		the development of the Coachella Valley CEDS through a stakeholder group led by Visit Greater Palm Springs. A draft of this document was shared with staff in June for review and comment. The RCOED is now available at this link. https://rivcoed.org/sites/g/files/aldnop126/files/2026-02/2026-2030%20Economic%20Development%20Strategic%20Plan%20%281%29.pdf
Econ Dev	Contact technology schools to explore interest/opportunities to relocate or expand into Cathedral City.	Staff have been in contact with Center for Employment Training who is looking at coming to Cathedral City. We have also advised the Executive Team of their interest to see if we can collaborate on future expansion efforts.
Econ Dev	Support the legal cannabis industry	The legal cannabis market provides substantial fiscal impact to the City's budget. The illicit cannabis market is the largest issue facing legal cannabis businesses. The economic development team spearheaded the application for Prop 64 funds to support efforts towards addressing the illegal market. A $4.5M grant has been approved by the Bureau of Cannabis Control. This includes a number of expenses covered in the grant including new cameras, vehicles for various departments, and technology upgrades. Staff are awaiting the final award documents to officially accept the grant.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
C-5	**Provide periodic updates on Thousand Palms development.**	**ECON DEV**	**X**	**X**	**X**

Dept	Task	Status
Econ Dev	Update to City Council	The most recent update to City Council on Thousand Palms was in October 2024. None of the conditions in the Thousand Palms SOI have changed since the last update to City Council. Further action could include an SOI modification address public safety/infrastructure needs.

GOAL C- FISCAL STABILITY AND SUSTAINABILITY

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
C-6	**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**	**CEDD/ PW/ENGIN**	**X**	**X**	

Dept	Task	Status
PW	Standardizing processes for development entitlement	PW – Eng continues to develop standards and updates to the Municipal Code so that developers understand the submittal and entitlement processes and know what is expected of them. For example, the Municipal Code standards related to Stormwater updated through an Ordinance adopted on May 27, 2026. Additionally, standard submittal plan templates are in final review for approval. Once implemented, all engineering plans will be on the same plan set templates, which will facilitate concise, accurate and timely reviews. At this time the review period for turn around on normal size projects' reviews is two weeks or less.
CEDD/ BLDG	Deploy Digital Inspection Program (DIP)	In April 2025, Building & Safety launched the DIP program, a one-stop initiative designed to streamline the permitting process for expedited permit types. Over the previous six months, the Building Team, in collaboration with Mathew Levy, researched, tested, and refined the program. DIP allows applicants to submit their permit applications and corresponding work photos in a single step. These are then assigned, reviewed, and finalized by the Inspection team within an accelerated timeline—eliminating the need for in-person inspections and significantly improving efficiency for all parties involved.
	Digital Inspection Program (DIP) expansion	Building & Safety is currently evaluating an expansion of the Digital Inspection Program (DIP) permitting scope. These permit types will also be incorporated into the Expedited Permit Program. Proposed additions include main electrical panel replacements, residential solar and battery systems, residential patio covers, temporary construction power poles, simple fence and wall permits, with additional permit types under consideration.

GOAL C- FISCAL STABILITY AND SUSTAINABILITY

		Although AB 1738 is still progressing through the legislative process, the City's existing expedited permitting and digital inspection programs already exceed many of the proposed requirements, positioning Cathedral City ahead of the anticipated mandate.
FIN SVCS/ IT	Update fees into EnerGov System	Successfully completed was a CPI update of all the recently updated and adopted fee schedules (April 2026). This update is on schedule and planned for a July 1, 2026 implementation.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
C-7	**Continually review and streamline internal financial policies, procedures, and practices to remove unnecessary controls without sacrificing accountability and transparency**	**FIN**	**X**		

Dept	Task	Status
FIN SVCS	Ongoing Financial Policy/Procedure Review	Updated Financial Policy and Procedures Document – Provided to Auditors and received their concurrence.
FIN SVCS	Restructured IRC Section 115 Trust transferring from CalPERS CERBT to Schuster Financial Services management	On June 25, 2025, the City Council approved a resolution approving the transfer of the city's OPEB/Pension Section 115 Trust from CalPERS to Shuster Advisory Group for administration. The move will allow the city to improve investment flexibility, customization and transparency verses the city's current plan under CalPERS, which is pooled and does not provide the city with any control over its contributions and investments. Council approved a separate OPEB investment policy governing these investments on October 22, 2025.
FIN SVCS	**Provide regular updates to the City Council on revenues and expenditures**	In addition to the mid-year (Jan/Feb) and end-of-year (Sep/Oct) financial review provided to City Council, Fin Svcs staff started providing in March 2026, a monthly Revenue and Expenditure update in the City Manager's Weekly Report.

GOAL C- FISCAL STABILITY AND SUSTAINABILITY

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
C-8	Initiate a Small Business Roundtable or industry specific taskforces to identify needs and support strategies.	ECON DEV	X	X	

Dept	Task	Status
Econ Dev	Auto industry SWOT analysis	The Kosmont Group performed a SWOT analysis of the auto industry, which was presented to City Council on January 14, 2026. Ongoing discussions regarding implementation strategies. Econ Dev staff is exploring a workforce development event in collaboration with other agencies for the support of our Automotive Industry Cluster.
Econ Dev	Broker community roundtable	Staff have evaluated strategies in other cities to engage the broker community to obtain economic development feedback and are pursuing a similar format for Cathedral City. The City has presented to both the GPSR as well as CDAR. The City also participated in a Commercial Broker Roundtable in June 2026.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
C-9	Continue to work on methods and programs to promote Economic Development North of 1-10	ECON DEV	X	X	

Dept	Task	Status
Econ Dev	Support land development north of I-10	The CV Commerce Center is an active land development application in the vicinity of Bob Hope and I-10. Between October 2024 and March 2025, staff participated in a national site selection process that had short-listed the CV Commerce Center site in a multi-state region for a 1.8M sf distribution center with a potential future expansion of 1.0M sf. While the City was not selected as part of the process, it received positive feedback from the site selector and the applicant. The materials prepared by the City describing its demographics, housing, and labor market continue to be used.

GOAL D- INNOVATION

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
D-1	Implement Information Technology Master Plan including consideration of providing additional public Wi-Fi access in parks.	IT	X	X	X

Dept	Task	Status
IT	IT Master plan initiatives: Office 365 security, Upgrade Firewall, UPS, Managed Detect and Response, IT Steering Committee	All budgeted projects completed - Office 365 security, Upgrade Firewall, UPS, Managed Detect and Response Projects are completed. IT Steering Committee was formed and currently doing monthly meetings.
IT/ENG	Provide public Wi-Fi access in parks	The City provides City owned WiFi access at Amphitheater, Panorama Park, and Town Square. Spectrum provided WiFi for Spectrum subscribers at Soccer Park and Ocotillo Park.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
D-2	Complete and improve the installation of the Tyler EnerGov software to automate, improve and streamline the plan review, permitting and inspection processes.	CMO			

Dept	Task	Status
FIN SVCS IT	Fee Schedule Update	Updates Completed and implemented June 30, 2025 for FY 2025/2026 implementation. Council approved minor updates and the overall CPI update for FY 2026/2027, effective July 1, 2026. Fee updates completed and tested.
CEDD	Planning Final Inspections	IT, Building and Planning worked together to incorporate final planning inspections through the EnerGov CSS portal to streamline the inspection process.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
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	IT	X	X	X

GOAL D- INNOVATION

	management functions.				
Dept	**Task**	**Status**			
IT	Explore Dashboard options using GIS for Information Management.	Created GIS based CIP and Economic Development sites. Testing integration with SQL database from different systems.			
IT	Council Chambers and Study Session A/V Upgrade	Completed the upgrade January 20th. We are in the process of adding a dedicated recording system for Study Session.			
IT/PW	Cone Zone Alert	Complete: Update or add categories in GoRequest/MyCathedralCity app for anything related to CVlink and DRD; sending service requests to responsible agencies. Met with Public Works and Communications in July to explore updated strategies. The Engineering Division sends information to the Communications Department to post Cone Zone alerts.			
ENV	GIS Tree Inventory & Urban Forest Management Plan	Environmental staff, in coordination with the City's IT Department, completed an evaluation of proposals for a GIS Tree Inventory and Urban Forest Management Plan. The evaluation focused on identifying a solution that integrates with the City's existing GIS platform while providing a comprehensive inventory of public trees, maintenance tracking, and long-term urban forest planning capabilities. Implementing a GIS-based tree inventory will enable the city to proactively manage tree health, prioritize maintenance activities, and make data-driven decisions regarding tree planting and replacement.			
CM	**Implement copywriting of the city's brands**	In process.			
IT/City Clerk	**Implement electronic filing for candidate statements and Form 700**	System implemented. Training provided. Currently in progress.			
CITY CLERK	**Implement strategies for a facilitative, transparent election process**	Q&A with City Attorney conducted with prospective candidates.			

GOAL D- INNOVATION

IT/City Clerk	**Upload all existing prior years of candidate filings into Laserfiche**	Complete

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
D-4	**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.**	**IT**	**X**	**X**	**X**

Dept	Task	Status
CMO/IT	Exploring AI capabilities	IT led the creation of an IT Steering committee to review and make recommendations on technology implementations. AI Policy was signed this June 2026. Code Enforcement and HR have created an administrative policy for the oversight of City Detect. Will be exploring AI solutions that are managed accounts such as Copilot or ChatGPT.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
D-5	**Review broadband solutions to create economic development incentives and opportunities and improve the accessibility and affordability of reliable high-speed internet services.**	**IT/CMO**	**X**	**X**	

Dept	Task	Status
IT	City Facilities Fiber Design	Working with consultants to develop a citywide fiber network plan that will connect all City facilities and parks. This effort will establish the foundation for a Dig Once policy, ensuring that fiber conduit is installed whenever street-related Capital Improvement Program (CIP) projects are constructed, minimizing future construction costs and disruptions. City has contracted with HR Greene The Coachella Valley Association of Governments (CVAG) Broadband Strategic Plan provides a regional roadmap to expand high-speed internet access by

GOAL D- INNOVATION

		identifying existing broadband infrastructure, service gaps, and underserved communities across the Coachella Valley. As part of developing the plan, CVAG assessed broadband availability and service levels across all Coachella Valley cities to identify underserved and well-served areas. The assessment found that Cathedral City is generally well served, with broadband speeds exceeding the federal benchmark, and that providers such as Spectrum and Frontier meet most of the city's broadband service needs; residents also have access to alternative connectivity options, including cellular hotspot plans from wireless carriers and satellite internet services such as Starlink. IT Manager DeGuzman participated in meetings with CVAG on the Broadband Strategic Plan.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
D-6	**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.**	**IT/CITY CLERK**	**X**	**X**	**X**

Dept	Task	Status
HR	Increase HR Process Digitization forms/process	Human Resources is continuously reviewing our forms and processes to identify opportunities for automation. Updated forms are uploaded and stored in Tyler Content Management once they are processed. This is an ongoing, continuous improvement effort. Human Resources is currently exploring another module of NeoGov which will aid in streamlining the offboarding process and exit surveys. Training scheduled for overview of certificate portal in Tyler Munis to aid in tracking and updating staff certificates of completion.
City Clerk	Digitization of legislative, FPPC and other documents housed in the City Clerk's office into Laserfiche	Documents are currently being scanned and indexed into Laserfiche and are available on the City's website. Current categories of documents that are being scanned include agenda packets, contracts and agreements, FPPC filings, minutes, ordinances, recorded documents, and resolutions.

GOAL D- INNOVATION

IT	Document Management Assessment	IT brought in a firm to assess the city's records to determine pricing to scan and develop workflows in Laserfiche. Budget needs will be considered in the FY 27/28 and 28/29 budget. Regarding the Tyler Munis ERP, IT will research and determine with Tyler the process for archiving/purging automated records in accordance with the city's document retention plan.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
D-7	**Commission a survey of historic properties.**	**CMO**	**X**		

Dept	Task	Status
CEDD	Prepare RFP for historic resources survey	The funds were budgeted in FY 25/26 and the project was delayed to FY 2026/27 to ensure funding availability for this discretionary project. Prior to initiating the survey, the City will evaluate the intended policy objectives and how the survey findings would be integrated into the Historic Preservation Ordinance and future development review processes.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
D-8	**Work with the Historic Preservation Society to digitize and preserve historic photos and documents.**	**CMO**		**X**	

Dept	Task	Status
CEDD	Contact Cathedral City Historical Society	Staff continue to work with the Cathedral City Historical Society (CCHS) to identify shared objectives and opportunities for collaboration. This initiative includes two distinct functions: (1) digitization and archival processing of documents and photographs, and (2) long-term physical preservation and storage of historical records and artifacts.

GOAL E- SAFETY

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
E-1	Fund a 2-person ALS Medic Unit to better respond to increasing demand for medical response.	FIRE	X		

Dept	Task	Status
FIRE	Measure W medic	Funded six positions and placed a unit in service July 1, 2025. **Measure W Implementation and Fourth Ambulance** I am pleased to report that the fourth ambulance is now in service, expanding our transport capacity across the city. This addition strengthens our ability to meet a rising call volume without drawing on the general fund, and it directly supports the service improvements outlined below. The deployment reflects the deliberate, Measure W-supported investment the Council authorized to protect and grow emergency medical service for our residents. **Revenue and Reimbursement Update** The department closed Fiscal Year 2025-2026 with total revenue of $5,666,921 against a budget of $5,237,044, finishing 108.2% to plan and $429,877 over budget. Ambulance billing led the way, delivering $5,447,764 against a $4.9 million target, or 111.2% of budget. Our net collection rate held at 83.9%, a healthy mark for fire-based EMS, on gross charges of $13.32 million for the year. This performance reflects the sustained work our team has put into the billing and reimbursement program, and it represents a substantial increase over where this program stood just a few years ago. **Call Volume and Response Times** On the operational side, our transport volume continues to climb. Through the first half of the calendar year, transports reached 2,683, an increase of 12.3% over the same period in 2025, with our transport rate improving 6.7 points to 76.7%. EMS calls rose 2.5% year over year to 3,496. Even as demand has grown, we have

GOAL E- SAFETY

		continued to improve service delivery, reducing turnout times by 42% and saving 44 seconds per call, contributing to an average response time of 6:14. The fourth ambulance positions us to sustain these gains as call volume continues to rise. Together, these results reflect a department that is growing responsibly, collecting effectively, and delivering faster, more reliable service to the community we serve.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
E-2	**Continue to explore and utilize technology to promote public safety.**	**PD**	**X**	**X**	

Dept	Task	Status
PD	Drone First Responder Program, Coachella Valley Real Time Intelligence Center (CVRTIC)	On May 28, 2025, the City Council approved the purchase of two Drone as First Responder (DFR) drones, allowing the Cathedral City Police Department to join the Palm Springs Regional Real-Time Information Center (RTIC) in October 2025. Shortly thereafter, CV Link funded the purchase of a third DFR drone, significantly expanding the department's coverage area and operational capabilities. Since implementation, the Police Department has worked collaboratively with the Palm Springs Police Department by utilizing the regional RTIC on a part-time basis. Through our partnership with CVAG and CV Link, we are currently in the process of acquiring a fourth DFR drone. In addition, the City was recently awarded a Proposition 64 grant, which will fund the purchase of a fifth drone. Once deployed, the five-drone network will provide nearly complete citywide aerial coverage with overlapping response areas, with the exception of a small portion of the Varner Road/Bob Hope Drive corridor. While the DFR program was initially established to enhance public safety by improving response times, increasing officer safety, and providing real-time situational awareness, its benefits extend well beyond law enforcement. The drones are regularly utilized by the Cathedral City Fire Department during fire incidents and emergency responses, by Public Works for damage assessments,

		infrastructure inspections, and documentation following severe weather events, by Economic Development to capture aerial imagery supporting grant applications and reimbursement efforts, and by Code Enforcement to assist with inspections and documentation. This shared use of the technology maximizes the City's investment while promoting collaboration, operational efficiency, and enhanced service delivery across multiple departments.
ENG	2025 Citywide Speed Survey	**Completed:** The Engineering Division awarded a Task Order to Albert A. Webb Associates, (On-Call Traffic Engineer), to conduct an Engineering and Traffic Survey (E&TS). Based on the survey's recommendations, an ordinance to implement updated speed limits was adopted on June 25, 2025. With the completion of the Whispering Palms Class III Bike Route Project, Engineering staff will conduct a speed survey on the Whispering Palms Trail roadway segment with new conditions (from 30th Avenue to Dinah Shore Drive) and amend the 2025 Speed Survey accordingly.
ENG	Traffic Calming Program	The Traffic Calming Program is intended to enhance neighborhood safety and quality of life by addressing issues such as speeding and cut-through traffic on local streets. The program combines education, enforcement, and roadway design strategies, including measures to reduce vehicle speeds and discourage non-local traffic to promote safer driving while maintaining emergency access and mobility. Residents may request a temporary traffic calming study, which City staff evaluate to determine appropriate next steps and potential improvements. In the past year, Engineering staff have completed analysis of 14 requests. There are currently 16 requests in the queue.
PD	Flock ALPR program	An additional 5 FLOCK ALPR cameras added FY 2024-2025 and 5 cameras in FY 2025-2026. With the recent award of the Prop 64 Public Health and Safety Grant the police department will purchase an additional 20 cameras that will be grant funded bringing the total to 54 cameras.

GOAL E- SAFETY

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
E-3	**Continue Police, Fire, and Expand Code Compliance engagement with the community.**	**PW/FIRE/CODE**	**X**		

Dept	Task	Status
PD	Community events, Neighborhood community meetings	January – year-to-date staff have attended 26 community events, including Taste of Jalisco, Meatball Festival, State of the City, Pride Prom and Esperanza Park opening. Officers have participated in 7 local elementary school Career Days. We have attended 3 neighborhood community meetings in the Montage and Verona communities. CCPD has hosted 2 LGBTQ community events with residents from the community. Preparing for our annual back to school backpack giveaway in July. Our HLO officers helped host two community outreach events for our unhoused and elderly population. CBAT Team is partnering with the Riverside County Behavioral Health Mobile Crisis Team to coordinate a new community outreach initiative that will begin at Patriot Park and continue throughout Cathedral City this summer.
FIRE	Community Risk Reduction Programs	Fire department has continued community risk reduction programs that include disaster preparedness, CERT, Sidewalk, CPR, Stop the Bleed and most recently a car seat installation program. Fire department has established relationship with Coachella Valley, disaster preparedness network. Staff has met with the leadership and have tentatively developed a list of classes and a schedule that will be provided to residence of Cathedral City.
CEDD	Expand code compliance participation in events	Code compliance participated in two annual Meatball Festivals and other city sponsored events such as Snowfest and Halloween Spooktacular.
PD/PW/CM	**Address concentration of unhoused individuals downtown and its impacts.**	Public Works will continue supporting the Police Department's Homelessness Task Force and will ensure that any homeless-related debris is addressed promptly. Additionally, several Riverside County agencies hosted an event on April 29 to provide services to unhoused individuals, and staff coordinated participation to support outreach and service delivery efforts. The Police Department partnered

		with Palm Springs PD to host a Joint Homeless Outreach event in Palm Springs in July. The CC Police Department, City Manager's Office, and Facilities have been working with the Library staff to address problems they were having with unhoused individuals loitering and causing disruptions at the library, impacting the safety of staff and patrons. Increased police patrols, homeless outreach events conducted by the library and Riverside County, increased security measures, and better communication have all had a positive impact.
PD/PW/CM	**Develop communications campaign to address speeding.**	Public Works will continue working closely with the Police Department and Communications to proactively address speeding concerns across the community. In addition, the departments will support public awareness campaigns aimed at educating residents about speed limits, pedestrian safety, and the importance of responsible driving. The Police Department has also secured several grants from the Office of Traffic Safety (OTS) that fund additional officers dedicated to enforcing traffic violations, including speeding. PD has three motor officers and a Sergeant to enforce traffic violations. Also, participate in VMET where all local agencies work traffic enforcement on a specific city for that day.
PD	**Identify and provide specific training on community engagement for field personnel**	Four officers, two sergeants, and one commander have successfully completed the Community Policing Defined course through the National Center for Policing Innovation, reinforcing the principles of procedural justice, problem-solving, and collaborative partnerships. The department's LGBTQ+ liaison officer attended the LGBTQ Liaison Academy, providing specialized training on building trust, improving communication, and strengthening relationships with LGBTQ+ community members. Department personnel have completed Autism Awareness Training through the California Commission on Peace Officer Standards and Training (POST), equipping officers with strategies for recognizing and appropriately responding to individuals with autism spectrum disorder and other developmental disabilities. Personnel have also completed POST Racial and Identity Profiling (RIPA) and Implicit Bias Training, reinforcing fair, impartial, and constitutionally sound policing practices while promoting procedural justice and community trust.

GOAL E- SAFETY

		Department personnel have also completed Procedural Justice and Fair and Impartial Policing training, reinforcing the importance of treating every individual with dignity and respect while ensuring fair, unbiased, and transparent decision-making. This training emphasizes the four pillars of procedural justice, voice, neutrality, respect, and trustworthiness and equips officers with the skills to build legitimacy through positive interactions, active listening, and equitable enforcement. These principles strengthen community trust, improve voluntary compliance, and support the department's commitment to constitutional, professional, and community-oriented policing. Code Compliance Division has completed Applied Verbal De-Escalation training as well as IBCCESS Autism and Sensory Awareness Training. All eligible Code Officers have also received their State Certification which include community engagement training.
CEDD	**Review code enforcement staffing and deployment, including identifying opportunities to use volunteers**	Code Compliance presented a Study Session on a proposed volunteer program on July 22, 2026 and will proceed with a new 12-month pilot volunteer program. With the award of the Prop 64 funding, Code Compliance will also hire an additional grant funded FTE focusing on cannabis enforcement.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
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.**	**FIRE/PD**	**X**	**X**	

Dept	Task	Status
FIRE	Development and update of the cities, emergency operations plan (EOP).	Fire department has worked with consultants, Jacob Greene and Associates to update the department’s emergency operations plan. The emergency operations plan is complete.

GOAL E- SAFETY

		This has been completed and final grant closeout is currently in process

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
E-5	**Update the City's EOC, Conduct EOC drills and training, and update the City's Emergency Operations plan and Local Hazard Mitigation Plan.**	**FIRE/PD**	**X**	**X**	

Dept	Task	Status
FIRE	Development and update of local hazard mitigation plan (LHMP)	Fire department has worked with consultants, Jacob Greene and Associates to update the city's emergency operations plans. The Local Hazard mitigation plan (LHMP) is currently in draft status. The local hazard mitigation plan has been submitted to OES and is under review for approval process is estimated to take approximately 90 days. Once OES approval is completed, the final plan will be submitted to FEMA for their approval unknown on FEMA's approval timeline.
FIRE	Emergency operation center training, drills and tabletops to prepare city staff to prepare, respond and recover from disasters	Fire chief and consultant Jacob Greene and Associates to conducted EOC training in November, 2025 and January 2026 with a ½ day tabletop exercise conducted on January 28, 2026. Staff have identified follow-up actions to be taken to continue to strengthen the city's readiness. Initial training has been completed two additional drills are planned, but we are waiting for EOC phase one updates to be completed
FIRE	Update the cities of emergency operations center-This is in process and partially budgeted	Fire department staff are working with facilities and IT to update and enhance the city's emergency operation center. Staff currently have a plan, to include a $90K Riverside County grant application submitted, and are working to update the facility in FY 2026/2027. **Emergency Operations Center Modernization**

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		The department has developed a phased approach to modernizing the City's Emergency Operations Center, ensuring that when we activate for a disaster or large-scale emergency, our staff and partners have a functional, capable space from which to coordinate the response. Phase One focuses on the physical foundation of the EOC: the furniture, wall boards, paint, and the essential materials needed to operate the space effectively. Phase Two builds on that foundation with the electronic upgrades that make a modern EOC work, including monitors, multimedia capability, and reliable internet connectivity to support real-time information sharing during an activation. To fund this effort responsibly, department staff has pursued multiple grant opportunities. To date, we have secured approximately $15,000, which has been applied toward the modernization already underway. To complete Phase Two, staff is awaiting notification on an $80,000 grant that would fund the remaining electronic upgrades. We anticipate hearing on that award by August 2026. This project reflects our continued commitment to emergency preparedness and to giving the City the command-and-coordination capability it needs to protect our residents when it matters most. I will keep the Council informed as the grant decision comes in and as we move through each phase.
IT	Conduct training on dealing with cyber attacks	IT Manager and ClientFirst conducted a tabletop exercise on what to do if the city became the victim of a cyber attack – staff roles and responsibilities were identified, and protocols are being implemted.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
E-6	**Implement community engagement and public education initiatives to increase awareness regarding public safety programs, services, and results of proactive community policing efforts.**	**COMM**		**X**	
Dept	**Task**	**Status**			

GOAL E- SAFETY

COMM	Community engagement and public education on public safety	Communications & Events continues to support the Police and Fire Departments with community engagement and public education initiatives, promoting public safety programs, services, and the results of proactive community policing through press releases, social media, and digital communications. The department produces the City's annual State of the City event, which prominently showcases public safety achievements — including the Police Department's Drone First Responder (DFR) program — and staff led media outreach for the DFR program that generated positive published coverage of its faster response times and community return on investment. Communications & Events also promotes the annual Emergency Preparedness Workshop series hosted by Councilmember Rita Lamb and is developing earthquake preparedness PSA content with the Fire Chief. Ahead of the July 4 holiday, staff produced the City's annual fireworks safety and education campaign, including bilingual (English and Spanish) "fireworks prohibited" messaging across digital billboards, social media, and signage, and shared the Police's enforcement results to reinforce awareness of the ban and its penalties.
FIRE	Fire department engagement with Palm Springs Unified School District and Cathedral City High School.	Fire Chief and Fire department personnel have engaged with Palm Springs Unified School District by participating in the principal for the day program to establish relationships with school leaders, which has ultimately led to presentations and introductions to students. This initiative has led to our cadet program that currently consists of 10 high school personnel as well as seven new students that we are currently onboarding. **Fire Cadet Program and Youth Engagement** The department continues to invest in the next generation of firefighters and in the safety of our young people. Working with staff at both Cathedral City High School and Rancho Mirage High School, we have conducted presentations on the Fire Cadet Program and are currently completing the recruitment of six new cadets drawn from both schools. This program gives local teens an early, hands-on introduction to the fire service, builds a homegrown pipeline into our promotional ranks, and strengthens the relationship between the department and the schools

		that serve our community. We currently have 15 cadets in the program. I am especially proud to report that two of our cadets, whom the department sponsored through the College of the Desert Fire Academy, have successfully earned both their EMT and Fire Academy certifications. Their achievement is a direct return on our investment in local youth and a powerful example of the pathway this program creates, taking a young person from a high school presentation to a certified, academy-trained candidate ready to serve. In addition, we are partnering with the Cathedral City High School principal to bring an impactful drunk-driving awareness program, Every 15 Minutes, to our local students. The program uses a realistic demonstration to convey the serious and often tragic consequences of driving under the influence, delivering that message to teenagers at a formative age and reinforcing the choices that keep them and their peers safe. The first demonstration is scheduled for May 2027.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
E-7	**Identify improvements and pursue grant funding to improve the safety and connectivity of non-motorized routes throughout the City.**	**PW/ENGIN**	**X**	**X**	

Dept	Task	Status
ENG	SB 821 Bike Lane Projects	**Completed:** In November 2025, construction was completed for the SB 821 Perez Road Class IV Separated Bikeway and SB 821 Whispering Palms Trail Class III Bike Route projects. The SB 821 Avenida Maravilla Class III Bike Route project was awarded SB 821 funding in the FY 2025-26 Call for Projects. The project must be completed by June 2028. Design is programmed to start in FY 2026/27, and construction is programmed for FY 2027/28. Additional updates for HSIP pedestrian crossing projects, and the Cathedral

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		Canyon Sidewalk Project are provided under action B-6.
PW	Active Transportation Plan (ATP)	In June 2026, the City adopted an updated Local Roadway Safety Plan (LRSP), which identifies bicycle lane improvements along Santoro Drive and Ramon Road as priority safety projects. The LRSP includes a comprehensive safety analysis and project recommendations that strengthen the City's competitiveness for future grant funding through programs such as the Highway Safety Improvement Program (HSIP) and the Active Transportation Program (ATP), supporting the implementation of these improvements as funding becomes available. Public Works staff have engaged in meetings with Rancho Mirage and Palm Springs to explore collaborative efforts for future ATP projects.
PD	Cannabis Tax Fund Grant	CCPD was awarded the Cannabis Tax Fund Grant July 1, 2025, with funding for the purchase of a fully outfitted DUI enforcement vehicle, additional training and DUI saturation patrols. CCPD was also awarded the Grant for July 1, 2026, with funding for the purchase of an CDR (crash data retrieval) and a trunk drone to assist with mapping of collision scenes.
PD	Supplemental Law Enforcement Services Account (SLESA) grant	CCPD has been able to fund the initial purchase of DFR drones to join PSPD as part of the Real Time Intelligence Center with funds from our SLESA grant.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
E-8	**Research the ability to regulate the use of pedestrian sidewalks by E-bikes or other motorized vehicles.**	**FACILITIES**	**X**		

Dept	Task	Status
PD	PD researching E-bike ordinance.	PD and PW are working together with legal to research and draft proposed legislation; efforts will be coordinated with CVAG. CVAG is working on a model ordinance for all cities that are participating.

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ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
E-9	**Supervise DRD to ensure park equipment and playing fields are well-maintained and functional**	**FACILITIES**	**X**		

Dept	Task	Status
PW	Desert Recreation District Park Maintenance Transition	**Completed:** Public Works Maintenance continues to monitor the Desert Recreation District's (DRD) park maintenance operations and provides support and guidance as needed to ensure service expectations are met. In addition, Public Works Maintenance is constructing dedicated office space for DRD staff at the Public Works Yard, with completion anticipated in early 2027. This improvement will enhance coordination between City and DRD staff, improve communication and response times, and support more efficient oversight and management of park maintenance operations throughout the city.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
E-10	**Keep the City Council apprised of changes to the Code Enforcement program.**	**CEDD/CODE**	**X**		

Dept	Task	Status
CEDD	Updates to City Council	The Code Compliance Division provided a presentation to the City Council on its overall operations on January 14, 2026, including updates on the City Detect AI pilot program, current caseloads, cannabis enforcement, and other priorities. The Code Compliance Division also produces monthly reports detailing the current case load and types of cases, providing current information on STVR and cannabis enforcement, documenting public survey feedback, and showcasing successes led by the code compliance staff.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
E-11	**Evaluate staffing in Code Compliance vs. workload and determine the needed full-time employees' level: use technology as available.**	**CEDD/CODE**	**X**		

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Dept	Task	Status
CEDD	Workload evaluation and use of technology	The Code Compliance Division continuously monitors its workload and the caseload of individual officers to ensure that the division is initiating investigations into complaints in a reasonable time period while maintaining time for proactive patrols and work. Staff implemented City Detect AI as a force multiplier for the Division, installing cameras on two code compliance vehicles. Code continues to keep overall caseload under 500 and has begun several proactive enforcement teams including cannabis, vehicle abatement, business license and beautification, and outreach and education. The Prop. 64 grant will pay for one additional code officer position to address cannabis.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
E-12	**Schedule community meetings with Police in our mobile home gated communities and include a public health professional.**	**FIRE/PD**	**X**		

Dept	Task	Status
FIRE	Gated community meetings-We have completed 4 meetings, this is ongoing	The Fire Chief and Fire Marshal have attended community meetings at the Date Palm Country Club to discuss concerns about fire activity in the country club. Fire Chief has also attended an association meeting at Tramview homeowners' association. **Community Emergency Response Team, Desert Princess Country Club** The department continues to extend our community risk reduction efforts into the neighborhoods that make up Cathedral City. Staff has met with the Homeowners Association for the Desert Princess Country Club and reached agreement to plan a Community Emergency Response Team, or CERT, program for the entire country club community. This effort builds on the CERT and preparedness work already underway across the city and reflects our commitment to helping residents become active partners in their own safety.

		CERT training gives community members the knowledge and hands-on skills to prepare for emergencies and to support their neighbors in the critical minutes before first responders arrive, from light search and rescue to basic medical care and disaster organization. For a gated community like Desert Princess, that capability is especially valuable, strengthening resilience within the community while extending the reach of our department. The program is currently in the planning stages, with delivery targeted for the fall of 2026. I will keep the Council informed as the schedule and program details are finalized. Once this trial is complete, we will look to duplicate with other gated communities.
PD	Gated community meetings	PD attended Montage Community block party March 2025 & 2026.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
E-13	**Review our animal control contract and options.**	**PD**	**X**		

Dept	Task	Status
PD	Research animal control options	PD took the animal control services options to Council on September 24, 2025, to seek direction. A new agreement, maintain current staffing levels, was approved by the City Council on October 6, 2025. Staff will continue to research and evaluate other options for animal control and sheltering services. Hope to provide city council an update sometime in the fall.
CEDD	Research ordinances banning backyard breeding.	Code Compliance Analyst will begin research and analysis of municipal ordinances banning backyard breeding. Preliminary research has shown most Coachella Valley cities have adopted ordinances relating to backyard breeding and number of animals allowed.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5

GOAL E- SAFETY

E-14	Renew and improve our event safety planning, protocols and standards: streets, garage, amphitheater, parks and others.	FIN SVCS	X		

Dept	Task	Status
FIN SVCS	Install Safety panels on the 2nd and 3rd floors in the Parking Structure facing east (civic center parking lots) and west (amphitheater)	Parking Structure safety initiative included in FY 2025/26 and 2026/20027 biennial budget. A new initiative has been identified to secure vehicles in the parking structure by adding approximately 30 spaces to the existing secure spaces on the ground level of the parking structure next to the PD parking lot.
PW	Downtown Safety Barrier Project	**Completed:** At the May 27, 2026, City Council meeting, the City Council approved Phase 1 of the Downtown Safety Barrier Project, which includes the purchase of twenty-one (21) Meridian Mobile Barriers, along with all associated accessories, support equipment, and related components. Delivery of the barriers has been completed, and Public Works Maintenance staff participated in the required safety training to ensure the equipment is placed into service safely and effectively. Phase 2 of the Downtown Safety Barrier Project will be evaluated as part of a future biennial budget process and will be presented to the City Council for consideration at a future meeting.

GOAL F – EMBRACING, INCLUSIVE COMMUNITY

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
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 6) continued implementation of new state legislation.**	**CEDD/PLANNING**	**X**	**X**	

Dept	Task	Status
CEDD/ Planning	Development Code Update	The Development Code Update began January 2025. The project is hosted on www.zonecathedralcity.com and comments on the project may be sent through that website or via DCU@cathedralcity.gov. The Public Review Draft was released May 14, 2026 and the public comment period for this review phase closed June 12, 2026. Community outreach occurred at several points throughout the process utilizing surveys, participation at community events such as Tastes and Sounds and the Grand Opening of Esperanza Park. Input took the form of responses to short online surveys, a city wide Maptionnaire survey, 3 walking tours, 2 open houses, and several public meetings where the draft was discussed and an opportunity for public comment provided. The project was guided by a 13-member Steering Committee who met 7 times, and the Planning Commission who reviewed and considered the individual code topics (Divisions) over 7 meetings, plus a 2-day workshop in June. The Code draft continues with CEQA review alongside drafting of more robust landscape and shade standards, and a mixed-use incentive overlay aimed to incentivize development along commercial corridors to improve housing outcomes and improve efficient infill utilization. Planning Commission hearings are scheduled for September 2026 with City

		Council hearings scheduled for October and final adoption by November 2026.
PW/ENG/CEDD	Streamline development review process	The Public Works Department, in coordination with the Development Services Department, are reviewing the Cathedral City Municipal Code for opportunities for code updates. An Engineering staff member has been appointed to the Development Code Update Technical Advisory Group and is currently collaborating with Planning staff on driveway standards. Implement external agency review early in the process to avoid review comments impacting approval timelines. Continue cross-department collaboration and emphasizing inter-department customer “handshakes” and “one-stop-shop" service.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
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.**	**CEDD/PW**	**X**		

Dept	Task	Status
PW/CEDD	Zoning Code Ordinance	**Completed:** In January 2025, an Ordinance was adopted to limit parking in front of mailboxes and implement zoning code updates for the amount of area that can be improved for parking on single-family residential and residential estate properties. Code Compliance is now enforcing.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-3	**Promote additional community events and celebrations.**	**CMO/COMM**	**X**		

Dept	Task	Status
COMM	Annual celebrations & new events	The spring 2026 season delivered record-setting results. At the spring Tastes & Sounds series, The Dreamboats set a new attendance record for the second consecutive year (2,200+ attendees); Cathedral City LGBT+ Days marked its 10th anniversary March 6–8, 2026, presented by Agua Caliente Casinos and headlined by American Idol's David Archuleta; the inaugural Cathedral City Festival of the

		Arts debuted March 28, 2026; and the 10th Annual Taste of Jalisco Festival moved to May 1–3, 2026, as a Cinco de Mayo tie-in with its largest carnival to date. On May 12, 2026, the City produced its State of the City event, "Cathedral City Takes Flight," in-house for the first time. The fall and winter calendar continues to grow. The fall Tastes & Sounds series returns November 3–17 and December 1, 2026, followed by the 12th Annual Cathedral City International Hot Air Balloon Festival in November 2026. New and returning Amphitheater events include Pips Entertainment's Soul Springs Festival and a newly announced Afro Latin Groove Festival from the same producer, plus a vegan food festival with Luchador on November 14, 2026. The Cathedral City Festival of the Arts, presented by the Public Arts Commission, is also proposed to return pending City Council approval. These join annual traditions such as the Halloween Spooktacular, SnowFest, and the Howl-O-Ween Dog Costume Contest, alongside continued growth in third-party events.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-4	**Work with community partners and providers on a community health fair to help residents identify resources that are available.**	**COMM**	**X**	**X**	

Dept	Task	Status
COMM	Community health fair coordination	Communications & Events partners with community providers to host health and resource fairs that connect residents with available services. Two events were successfully held at the amphitheater in fall 2025 — the Fall Carnival & Resource Fair and the Living Health Expo, organized by KESQ/KUNA. The KESQ Living Health Expo is returning for fall 2026, continuing this annual community partnership. These events connect residents with available health resources and community services.

GOAL F – EMBRACING, INCLUSIVE COMMUNITY

FIRE	Fall prevention classes-FD has completed 4 classes with additional classes planned for the spring and fall 2026	Conducted fall prevention programs at the cathedral city senior center and the Cathedral Canyon Country Club HOA. **Coachella Valley Disaster Preparedness Network Partnership** As previously mentioned to the Council, department staff has engaged with the Coachella Valley Disaster Preparedness Network, and I am pleased to report that this collaboration is now producing tangible results for our residents. Working alongside the network, we are developing multiple community classes that we will bring directly to the people of Cathedral City in the months ahead. This partnership extends the reach of our community risk reduction efforts by connecting Cathedral City to a broader regional preparedness effort, allowing us to draw on shared resources, expertise, and curriculum rather than building every offering alone. It reflects the same philosophy that guides our CERT, Stop the Bleed, and CPR programs: the more prepared our residents are, the more resilient our community becomes in the critical minutes before and during an emergency.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-5	**Explore options for shielding trash containers, especially where the backyard may not be accessible.**	**CEDD/CODE**	**X**	**X**	

Dept	Task	Status
CEDD	Create a handout for residents to identify flexible alternatives for screening trash enclosures.	Planning and code staff prepared informational handouts identifying appropriate screening methods for trash enclosures on residential properties. Code staff distributes these handouts as part of educational efforts to residents who may be in violation.

GOAL F – EMBRACING, INCLUSIVE COMMUNITY

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-6	**Develop and implement a plan to improve and diversify communication methods with residents.**	**COMM**	**X**	**X**	

Dept	Task	Status
COMM	Diversified communication methods	Communications & Events has implemented several initiatives to improve and diversify resident communications. The City has entered an agreement with FlashVote to conduct scientific surveys in English and Spanish to determine residents' preferred communication channels. Additional efforts include an expanded social media presence with a TikTok account, weekly Social Media Ambassadors meetings across departments, and a comprehensive digital communications strategy developed with CiviSocial. Enhanced outreach to diverse communities includes promoting key news and events on GED Magazine, KGAY Radio, and Gay Desert Guide for LGBTQ+ residents. The City has an active agreement with El Informador to publish news articles and event posters in one of the most popular Spanish newspapers in the Coachella Valley, and all news releases sent to the media list are now being published by El Informador. Staff has also increased its partnership with Xochitl Diaz, a journalist with Poderosos Latinos, and is currently reviewing a PEG proposal from Diaz to produce Spanish-language video content for the community. Staff is also meeting with Entravision to discuss enhanced marketing opportunities targeting Spanish-speaking residents. As a partner on the regional Ramon Road Bridge Project, staff is additionally pressing for and assisting the City of Palm Springs and its marketing firm, Burke Rix Communications, in developing Spanish-language project resources to ensure equitable outreach to Cathedral City's Spanish-speaking residents.
COMM	**Develop and implement comprehensive, integrated communications plan**	Following City Council direction at the February 2026 Strategic Planning Workshop — informed by resident survey findings showing community knowledge gaps — the City issued a Request for Proposals for a Citywide Integrated Strategic Communications Plan. The plan will serve as a multi-year roadmap to align,

		prioritize, and elevate communications across all City departments, close documented knowledge gaps, and ensure equitable, multilingual engagement with residents, businesses, and visitors. Proposals are due June 24, 2026, with consultant interviews and selection to follow in July. The selected consultant will partner with the Communications & Engagement Division and a cross-departmental staff team to deliver the plan within approximately six months of contract execution.
PW	Title VI Communications Plan	**Completed:** In March 2025, the Public Works Department adopted a Title VI Implementation Plan that outlines public communication procedures for capital improvement projects. As a recipient of federal funding, the Cathedral City Public Works Department is required to establish a program that defines roles, responsibilities, and procedures to ensure compliance with Title VI and related statutes. The Title VI Implementation Plan describes the key elements of the Department's Title VI Program and provides the policy direction necessary to maintain compliance. In June 2026, Engineering staff attended a Title VI Program Administration webinar during which a new training platform was introduced. The platform can be used to provide Title VI training to Public Works staff during onboarding and to support required biennial training.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-7	**Develop methods to improve the quality and appearance of our community mailers.**	**COMM**	**X**	**X**	**X**
Dept	**Task**	**Status**			
COMM/PW	Mailer content coordination	**Completed:** Communications & Events collaborates with the Environmental Conservation Division on the City's twice-yearly Cathedral City Canvas community magazine, funded through the Environmental Fund. The spring 2026 edition reached mailboxes in early March and was well received, with residents citing the magazine as the reason they learned about and attended City events. The fall 2026 edition is scheduled to mail shortly after Labor Day.			

GOAL F – EMBRACING, INCLUSIVE COMMUNITY

COMM	**Research costs of creating a mailer to be sent to every household to promote annual city events.**	Communications & Events is exploring additional opportunities to collaborate with the Environmental Conservation Division to leverage the Environmental Fund. Outside of that funding source, a dedicated direct-mail piece to every household costs approximately $13,000 per mailing. This expense is not currently funded within the Communications & Events budget and would be best evaluated through the next biennial budget process.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-8	**Focus on the Economic Development Road Map and identify pillars of success.**	**ECON DEV**	**X**	**X**	**X**

Dept	Task	Status
CEDD	Incorporation of Development Road Map and Pillars of Success	Staff has developed a quarterly update to reflect updates that correlate the metrics and achievements with boundaries of the ED Road Map/Pillars of Success. IGNITE was formed as part of the ED Road Map and incorporates a series of Economic Development efforts as they relate to the 5 PIllars; 1. Business Attraction, Retention, and Expansion, 2. Workforce Development, 3. Entrepreneurship Support, 4. Housing and Quality of Life, 5. Tourism and Regional Collaboration.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-9	**Explore a grants program to businesses for façade improvements using Council improvement funds or other sources.**	**ECON DEV**	**X**	**X**	**X**

Dept	Task	Status
CEDD	Facade enhancement program	Staff have conducted initial evaluations of other facade enhancement programs. These programs require substantial funding sources that are not currently budgeted. A facade enhancement program will require further evaluation to determine the eligible improvements, grant match requirements, and the total funding needed to

GOAL F – EMBRACING, INCLUSIVE COMMUNITY

		successfully implement a program. A facade program is not budgeted/feasible due to being non-budgeted as well as Department of Industrial Relations (DIR) requirements.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-10	**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.**	**COMM**	**X**	**X**	**X**

Dept	Task	Status
COMM	Public communication on homelessness efforts	The Director of Communications & Engagement actively participates in the City's monthly Homelessness Task Force, which represents multiple internal departments. Communications & Events collaborates with each task force group to develop and showcase storytelling related to the City's homelessness efforts, creating content that informs the community about the City's investments, programs, and ongoing work while identifying opportunities for resident participation in solutions. Most recently, staff assisted in promoting the Cathedral City Police Department's Homeless Outreach Event in late April 2026, producing social media storytelling that amplified the Homeless Liaison Program and highlighted a homeless veteran who was connected to services and secured housing on the spot.
CM/FIN SVCS	**Schedule periodic updates from CVAG Housing First to provide an update on their services to Cathedral City**	CVAG provided an annual update to City Council on March 11, 2026 on the Housing First program and included specific activities/evets specific to Cathedral City. With the latest three-year agreement, we plan to have CVAG brief City Council on an annual basis. In addition to the $125,000 annual contribution to the CVAG Housing First program, the City currently provides a $50,000 contribution to the Coachella Valley Rescue Mission (CVRM).

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-11	**Review land use regulations to support diverse, accessible, and affordable housing.**	**CEDD**		**X**	

GOAL F – EMBRACING, INCLUSIVE COMMUNITY

Dept	Task	Status
CEDD	Update land use regulations	Housing production, including affordable housing, was included within the scope of work for the Developmet Code Update. To increase housing production, opportunities have been implemented, including establishing minimum density, ministerial review for streamlined review of multi-unit residential projects, and a mixed-use incentive overlay. In addition, the Code was updated to comply with changes in State housing laws to increase housing production and reduce barriers and impediments to housing development. .
CM/CEDD	Schedule policy discussions with the City Council to develop and implement strategy for furthering affordable housing production; set milestones.	Staff has continues to meet with affordable housing developers, as well as Lift to Rise, to discuss strategic implementation of RHNA efforts as they relate to overall development both in the downtown as well as neighboring areas. Staff also presented an affordable housing discussion during the May 27, 2026 Council Meeting. CHOC presentation to City Council on funding of affordable projects and proposal for a master plan idea for the development of downtown.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-12	**Reinstate a Cooling Center at the Cathedral City Library by June 2026.**	**PW**			

Dept	Task	Status
PW	Collaborate with Riverside County Community Action Partnership and the Cathedral City Library to establish a cooling center at the Cathedral City Library.	**Completed:** The Cathedral City Library has a year-to-year agreement with Riverside County Community Action Partnership to support the operation of a Cooling Center at the library. Riverside County has expressed interest in expanding this effort by encouraging as many library branches as possible to serve as cooling centers. Accordingly, this program has been reinstated beginning on June 1, 2026 through October 15, 2026. We anticipate continued collaboration with the County and the local branch to support community access to cooling resources during the warm-weather months.

GOAL F – EMBRACING, INCLUSIVE COMMUNITY

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-13	**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.**	**CMO/ECON DEV**			

Dept	Task	Status
CMO/ ECON DEV	**Community Surveys**	Communications and Economic Development are working together to establish a variety of questions for surveys to identify service gaps and business needs within the community. Community-wide statistically valid survey conducted in January, 2026 in English and Spanish; results presented to the City Council at the February 6, 2026 strategic planning session.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-14	**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.**	**CMO**			

Dept	Task	Status
PW	**Homelessness Task Force**	**Program in effect:** Standing meeting with City Manager's office, public works, police, facilities, DRD, risk management, code enforcement. Public Works participates in monthly Homelessness Task Force meetings and promptly addresses any assigned action items. In addition, the department takes a proactive approach to preventing the establishment of homeless encampments by removing dense brush and vegetation that could serve as concealment or shelter.

GOAL F – EMBRACING, INCLUSIVE COMMUNITY

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-15	**Review processes and economic development efforts to promote childcare accessibility in Cathedral City.**	**CEDD**			

Dept	Task	Status
CEDD	Childcare accessibility	CEDD reviewed the CCMC for compliance with current state laws regulating childcare facilities. Updates are needed to the zoning code that will be made through the Development Code Update. Economic Development has provided input on changes to the code update regarding access to childcare as this supports economic development efforts.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-16	**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.**	**DEV SVCS**			

Dept	Task	Status
CEDD	Implement measures to support proactive code compliance	Staff implemented City Detect AI as a force multiplier for the Division, installing cameras on two code compliance vehicles. Staff provided a presentation to the City Council on its overall operations on January 14, 2026, including updates on the City Detect AI pilot program and its support for proactive code compliance. Due to the increase in technology-based enforcement the Code Compliance division created a first of its kind position, the Code Compliance Specialist, which was adopted by Council in March 2026.
CEDD	Work with commercial property management companies to address property maintenance issues; target retail centers that have not been properly maintained.	Code Officer Whaley has been assigned to the business corridor beautification team as well as business license compliance. Work has begun on the Hwy 111 corridor and will continue down Date Palm, Ramon, and Vista Chino.
CEDD/COMM	Research potential Re-Discover Cathedral City campaign	This initiative is in the early phase of reviewing current resources and funding. As the effort is primarily focused on business outreach, it is being led by the Economic

		Development Division, with Communications & Events available to assist with promotion and logistics planning as needed. Communications & Events and Economic Development have a strong record of successful collaboration on business-focused initiatives, including the IGNITE entrepreneurship program.

ACTION	ACTION DESCRIPTION	LEAD DEPARTMENT	YEAR 0-1	YEAR 1-2	YEAR 2-5
F-17	**Review and update, as needed, our ordinances, policies, and practices regarding cannabis.**	**CEDD**			

Dept	Task	Status
CEDD	Cannabis Ordiance Updates	The City Council authorized a moratorium on new cannabis licenses and conditional use permits in January 2025. Staff presented updates to City Council in February and April 2025. The City contracted with SCS Engineers to support its efforts to develop and implement an odor control permitting process. Following the presentation of an ordinance through the Cannabis Task Force and the Planning Commission, the City Council adopted the ordinance with an effective date of November 23, 2025. This ordinance requires odor control plans upon the renewal of a cannabis license beginning January 1, 2026 and increases the fines and penalties for businesses that fail to submit an odor control plan or that generate nuisance cannabis odors in violation of the code. Staff also presented additional potential ordinance changes at the July 22, 2026 City Council meeting and will next present those proposed changes to the Cannabis Task Force.
CEDD/FIN	Internal cannabis working group	In January 2026, an internal cannabis working group was formed consisting of all departments and staff involved in the review of cannabis licenses and enforcement (Fin Svcs, CEDD, PW, Police, Fire and Engineering). The purpose of the group is to close any gaps in the review of licenses and to increase enforcement, accountability for conditions of approval, City regulations, and the payment of cannabis taxes.

City Council Priorities