



Cathedral City

CITY OF CATHEDRAL CITY  
**5 YEAR STRATEGIC PLAN**

**APRIL 2023**

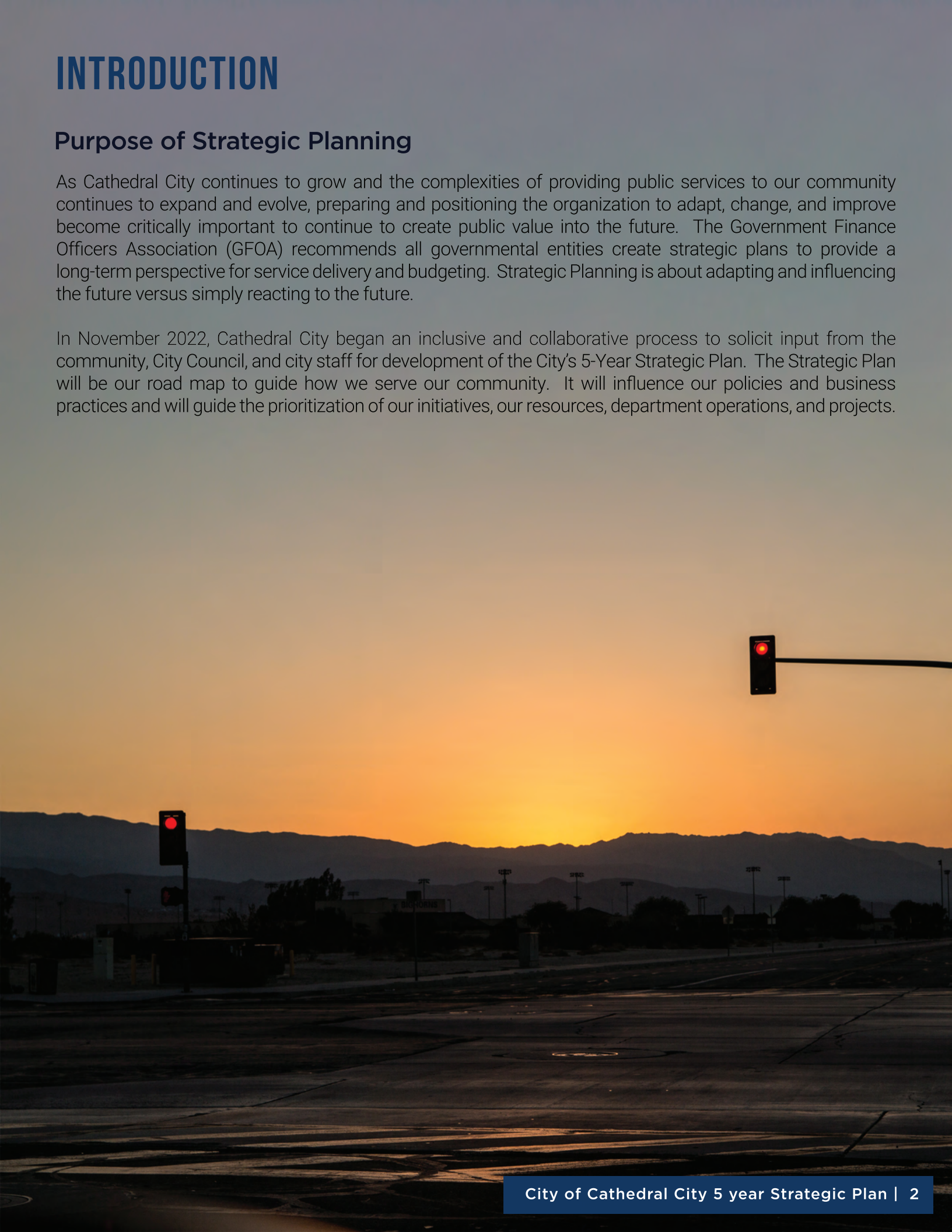


# INTRODUCTION

## Purpose of Strategic Planning

As Cathedral City continues to grow and the complexities of providing public services to our community continues to expand and evolve, preparing and positioning the organization to adapt, change, and improve become critically important to continue to create public value into the future. The Government Finance Officers Association (GFOA) recommends all governmental entities create strategic plans to provide a long-term perspective for service delivery and budgeting. Strategic Planning is about adapting and influencing the future versus simply reacting to the future.

In November 2022, Cathedral City began an inclusive and collaborative process to solicit input from the community, City Council, and city staff for development of the City's 5-Year Strategic Plan. The Strategic Plan will be our road map to guide how we serve our community. It will influence our policies and business practices and will guide the prioritization of our initiatives, our resources, department operations, and projects.



# STRATEGIC PLANNING PROCESS

The Cathedral City Strategic Plan is the product of a thoughtful and inclusive process of education and solicitation of City Council thoughts and priorities, City staff review and collaboration, and engaging residents to identify community opinions and preferences.



## COLLECTING RELEVANT INFORMATION

Assessing the current business climate, demographic changes and trends, new and/or emerging legal and regulatory mandates, challenges and opportunities created by current and emerging technologies, legislative mandates, and evolving customer needs and expectations were all important “inputs” incorporated into our visioning and goal setting efforts.



## COLLABORATION

A series of activities were conducted to educate City leadership and staff on the primary elements of a strategic plan and the importance of having a longer term perspective for service delivery and budgeting. Central to this effort was conducting an objective, scientifically based community survey in January 2023 to inform and validate community attitudes towards city services, public infrastructure, and resident priorities, opinions, and concerns.



## ASSESSMENT

The collective input and themes which emerged from the Community Survey and workshops conducted with City Leadership, Executive Management, and city operations staff, resulted in review and affirmation of the city’s existing Mission Statement as well as the development of our Values, Vision, Goals, and Objectives.

# ELEMENTS OF THE STRATEGIC PLAN

The City of Cathedral City Strategic Plan includes the following elements:



## OUR MISSION

Our purpose and how we strive to serve our community



## OUR VALUES

Shared beliefs which reflect what our community considers significant and important. Our values also inform the direction and characteristics of our Mission and Vision



## OUR VISION

A compelling verbal image which forms a mental picture of our desired future. It defines what we seek to become and provides organizational direction and focus.



## OUR GOALS

Identifies high priority initiatives and key areas of focus necessary to achieve our Vision and Mission. They will keep the organization focused on critical issues and will be used to identify activities and targets to meet milestones.



## ACTIONS

Identifies specific activities, projects and services to be performed, identifies time frames, and designation of responsibilities.

# STRATEGIC PLAN FRAMEWORK

## OUR MISSION

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

Creating a safe, inclusive, and progressive community

Providing quality service

Valuing fairness, balance, and trust

Building partnerships

Honoring our similarities and differences

Celebrating our independent spirit

## VALUES



SAFETY



COMMUNITY  
PRIDE



INCLUSIVENESS



DIVERSITY



COMMUNITY  
INVESTMENT



CULTURE  
OF SERVICE



INNOVATION  
BEYOND  
TECHNOLOGY

## 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.

## GOALS

SERVE THE COMMUNITY  
WITH PRIDE AND  
DEDICATION

INNOVATION

COMMUNITY INVESTMENT

SAFETY

FISCAL STABILITY AND  
SUSTAINABILITY

EMBRACING, INCLUSIVE  
COMMUNITY

# THE PLAN

Cathedral City's 5-Year Strategic Plan expands beyond previous goal setting performed by the City since, in addition to annual goals, it also identifies longer range priorities and initiatives. Similar to the City's Biennial budget process, the 5-Year Capital Improvement Program, and Parks Improvement Project Plan, the Strategic Plan will not be a static document. It will be reviewed, updated, and revised annually to reflect City Council priorities, business imperatives, evolving technology, and emerging legal and regulatory mandates.

The City's Mission, Values, and Vision 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. Elements of the Strategic Plan Matrix include:



## GOALS

Broadly identifies key focus areas to achieve the city's Mission and Vision



## OBJECTIVES

Aspirational statements which guides and informs what needs to be achieved



## ACTION

Set of activities Cathedral City will implement to achieve our Goals and Objectives



## TIMELINE

Target completion times for each Action. Plan time frames are identified as short term (0 – 1 years), medium term (1 – 2 years), and longer term (2 – 5 years).



## LEAD DEPARTMENTS

The City Management Team is responsible for executing and coordinating implementation and reporting of Actions. Key support partners for Actions are also identified where appropriate.

# IMPLEMENTATION

Implementation of the Strategic Plan is a shared responsibility for all of us.

Although a continuous process, strategic planning must be treated and managed as a project. City Council approval does not represent the end, it represents the beginning of the strategic planning effort. The Cathedral City 5-Year Strategic Plan will be a living document which will be continuously reviewed and monitored by the City Manager's Office.

The strategic plan will become part of the city's budget document. Department work programs will include action plans, projects, and initiatives to support and achieve Strategic Plan Goals and Objectives. Broad performance metrics will also be identified to track progress and use as a measurement to determine if desired outcomes for the community are being achieved.

Strategic Plan progress and accomplishments will be regularly reviewed and reported to the City Council. The plan will also be reviewed and updated annually to reflect evolving business needs and customer expectations, changing economic conditions, and City Council priorities.





# STRATEGIC PLAN

# GOALS, OBJECTIVES, & ACTIONS





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**GOAL A: SERVE THE COMMUNITY WITH PRIDE AND DEDICATION**

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

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
<i>Action A-1</i> Study the need to reallocate staff resources including the use of contracts		X		CMO	All Departments
<i>Action A-2</i> Review Comparison data on Council salaries and the process to update if warranted	X			CMO	
<i>Action A-3</i> Consider a Fire Cadet program to introduce youth to the potential for careers in fire and emergency service		X		Fire/HR	
<i>Action A-4</i> Develop a professional development program to enhance career development opportunities, strengthen organizational capabilities, and increase organizational capacity	X			HR/CMO	All Departments
<i>Action A-5</i> Implement professional and career development initiatives and programs which strengthen organizational capabilities and increase organizational capacity		X		HR/CMO	All Departments
<i>Action A-6</i> Identify initiatives and establish programs which recognize and appreciate employee for performance, innovation, and efficiencies		X		CMO/HR	All Departments
<i>Action A-7</i> Develop staff team building activities to encourage cohesion and foster a spirit of collaboration			X	HR	All Departments
<i>Action A-8</i> Establish workers compensation criteria and guidelines to utilize staff with light duty limitations			X	HR	All Departments

Actions	Timeline			Lead/Co-Lead	Support Partners	
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.			
<i>Action A-9</i>	Initiate a Class and Compensation Study to benchmark and proactively identify compensation issues which impact employee retention and employee attraction	X			HR	
<i>Action A-10</i>	Implement the Strategic Plan by ensuring department work programs include initiatives which achieve Strategic Plan Actions and regularly review progress and accomplishments at City Manager Department Head Meetings	X	X	X	CMO	All Departments
<i>Action A-11</i>	Include Community Satisfaction Survey in future budget to monitor community support and satisfaction of Strategic Plan outcomes and to objectively gather community opinions, preferences, and satisfaction of city services			X	CMO	



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**GOAL B: COMMUNITY INVESTMENT**

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

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
<i>Action B-1</i> Develop an Electric Vehicle transition plan to comply with upcoming state mandate and include consideration of providing publicly accessible charging stations		X		PW/Engin	Finance
<i>Action B-2</i> Develop an entryway, medians, and lighting master plan to provide appealing gateways to the City		X		PW/Engin	Econ Dev Dev Services
<i>Action B-3</i> Develop a wilderness trail plan		X		PW/Engin Dev Services	
<i>Action B-4</i> Implement the Wilderness Trail Plan by identifying designated access points including providing necessary signage and public improvements			X	PW/Engin	
<i>Action B-5</i> Complete a dog park in the southern part of the city	X	X		PW/Engin	
<i>Action B-6</i> Improve and expand Chuperosa Lane to become a point of pride in Cathedral City	X	X	X	Econ Dev	PW/Engin Dev Services
<i>Action B-7</i> Maximize the use of existing resources to include underutilized parks and the library to support goals with the budget we have		X		CMO	PW/Engin

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
<i>Action B-8</i> Communicate with residents to move parked vehicles on street sweeping day	X			Communication	PW/Engin
<i>Action B-9</i> Improve pedestrian access to parks through the use of crosswalks and sidewalk improvements	X			PW/Engin	
<i>Action B-10</i> Implement items identified in Action B-9 to improve access to City parks		X		PW/Engin	
<i>Action B-11</i> Improve wayfinding signage to direct visitors to destinations in the community		X		Communications	PW/Engin Dev Services Econ Dev
<i>Action B-12</i> Develop a traffic calming plan with strategies for addressing location specific speeding issues	X			PW/Engin	PD Fire Transit Agency
<i>Action B-13</i> Develop a plan to address the need for funding for parks and recreation services through the DRD; and other resident priorities including streets, and work toward a potential funding measure in 2024	X			CMO Finance	PW/Engin
<i>Action B-14</i> By the end of 2023 complete the design phase and begin construction on the Dream Homes Park	X			PW/Engin	
<i>Action B-15</i> Identify additional funding as needed and construct the Dream Homes Parks improvements		X		PW/Engin	
<i>Action B-16</i> Explore providing a General Fund Capital Projects Fund as part of development of the next Biennial Budget	X			Finance PW/Engin	Facilities
<i>Action B-17</i> Develop and adopt a Facilities Master Plan		X		Facilities	PW/Engin Finance

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
<i>Action B-18</i>	Develop a 5-Year pavement maintenance strategy and funding plan to achieve a citywide Pavement Quality Index that ranks in the Top 3 of Coachella Valley cities	X		PW/Engin	Finance
<i>Action B-19</i>	Develop Fleet Management policies to establish vehicle replacements and utilization standards	X		PW/Engin	PD Fire Finance



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**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.

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
<i>Action C-1</i> Implement improvements to purchasing practices and procedures to align with procurement code requirements		X		Finance	
<i>Action C-2</i> Increase Council District Improvement Funds	X			CMO	Finance
<i>Action C-3</i> Consider acquisition of an underutilized site on Cathedral Canyon and work to activate the site		X		Econ Dev	Finance Dev Services
<i>Action C-4</i> Allocate resources necessary to achieve the Council's Goals and Vision	X	X	X	CMO	All Departments
<i>Action C-5</i> Develop an inventory of vacant and underutilized properties	X			Econ Dev	Dev Services GIS
<i>Action C-6</i> Complete and improve the utilization of EnerGov software to automate, improve, and streamline building plan review, permitting, and inspection processes	X			Dev Serv IT	Finance
<i>Action C-7</i> Evaluate data and work with CVEP to identify holes in the local economy and develop plans to address		X		Econ Dev	

Actions		Timeline			Lead/Co-Lead	Support Partners
		Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
<i>Action C-8</i>	Strengthen the Economic Development Team and remove optional tasks such as commission staffing to focus on core/essential duties	X			CMO Econ Dev	
<i>Action C-9</i>	Complete and adopt the Development Impact Fee Study	X			Econ Dev	All Departments
<i>Action C-10</i>	Update the Thousand Palms Fiscal Analysis	X			Dev Services	All Departments
<i>Action C-11</i>	Create a Development Resource Guide to educate and inform project applicants of Cathedral City requirements and processes	X			Econ Dev	Dev Services PW/Engin Fire
<i>Action C-12</i>	Implement a private development entitlement and plan review system which is predictable, streamlines internal intake and review processes, and creates applicant experiences which are facilitative vs regulatory	X			Dev Services PW/Engin	Fire Econ Dev
<i>Action C-13</i>	Implement necessary hardware/software and provide necessary training to fully transition to electronic plan submission and review including the ability to review and issue over the counter permits		X		Dev Services IT	Finance PW/Engin
<i>Action C-14</i>	Implement necessary equipment and implement necessary policies to allow online payment of permits, licenses, etc.	X			Finance IT	Dev Services PW/Engin
<i>Action C-15</i>	Develop Economic Development Strategic Plan which addresses economic development opportunities, business attraction, retention, and expansion including the attraction and support of trade sector training and employment. Key focus of this plan will include a viable strategy to develop areas north of I-10 including the North Area Specific Plan, Extended North Area Specific Plan, and potential Thousand Palms annexation		X	X	Econ Dev	Dev Services CVEP Greater Coachella Valley Chamber of Commerce

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
<i>Action C-16</i>	Procure additional professional service contracts to increase staff capacity related to private development plan review, building plan review and inspections, capital project delivery, and land use planning to ensure required city services are performed based upon applicant need vs staff availability			PW/Engin Dev Services	
<i>Action C-17</i>	Establish a Risk Management Program focused on claims reduction and minimizing litigation exposure by informing, engaging, training, and educating operations staff			Finance	All Departments
<i>Action C-18</i>	Continually review and streamline internal financial policies, procedures, and practices to remove unnecessary controls without sacrificing accountability and transparency			Finance	CMO City Attorney
<i>Action C-19</i>	Initiate a Small Business Roundtable or industry specific taskforces to identify needs and support strategies			Econ Dev	
		X	X		





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**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.

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
<i>Action D-1</i> Develop and adopt an Information Technology Master Plan including consideration of providing public WiFi access in parks		X		IT	All Departments
<i>Action D-2</i> Provide an on-line calendar to display Amphitheater bookings	X			CMO	IT
<i>Action D-3</i> Complete and improve the installation of the Tyler EnerGov software to automate, improve and streamline the plan review, permitting and inspection processes	X			Finance Dev Services	PW/Engin IT
<i>Action D-4</i> Work with operations staff to identify, implement and support the implementation of technology solutions to bolster IT security and improve operational, analytical, and management functions	X	X	X	IT	All Departments
<i>Action D-5</i> Improve workforce mobility and efficiency by utilizing and supporting advanced mobile devices	X	X	X	IT	All Departments
<i>Action D-6</i> Leverage technology to increase and improve online services, improve access to public information, and improve city capabilities to monitor, automate, and manage operational data remotely	X	X	X	IT	All Departments

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
<i>Action D-7</i> Leverage the SiFi broadband digital network to create economic development incentives and opportunities and improve the accessibility and affordability of reliable high speed internet services			X	IT CMO	PW/Engin Facilities Econ Dev
<i>Action D-8</i> Establish innovative community-based Fire Prevention programs regarding Drowning, Smoke Alarm Installation, Paramedic Services, Fall Prevention, and CPR	X			Fire	Communications
<i>Action D-9</i> Identify and implement a Document Imaging Program to convert paper documents into digital files to reduce storage requirements and costs, increase efficiency, enhance security, and improve future access to information	X	X	X	IT City Clerk	All Departments



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**GOAL E: SAFETY**

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

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
<i>Action E-1</i> Fill the authorized Ambulance Operator position and complete the transition to the ambulance operator program and provision of the third ambulance	X			Fire	HR
<i>Action E-2</i> Develop a firearm discharge ordinance	X			PD	City Attorney
<i>Action E-3</i> Expand the use of cameras and other technology to promote public safety		X		PD	IT PW/Engin Facilities
<i>Action E-4</i> Increase Police, Fire, and Code Compliance engagement with the community	X			PD Fire	Communications Dev Services
<i>Action E-5</i> Police department develops pro-active methods to reach out to youth and families	X			PD	Communications
<i>Action E-6</i> Improve Police presence and interaction at community events	X			PD	
<i>Action E-7</i> Strengthen the City's ability to prepare for, respond to, and recover from disasters by reviewing and updating the City's Emergency Operations Plans through annual training sessions and tabletop exercises.	X	X		Fire PD	CMO IT

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
<i>Action E-8</i>	Build community resiliency through implementation of community training programs, CERT training, and other educational outreach	X	X	Fire PD	CMO
<i>Action E-9</i>	Develop a FD Injury Prevention and Wellness Program	X	X	Fire	HR Finance
<i>Action E-10</i>	Implement community engagement and public education initiatives to increase awareness regarding public safety programs, services, and results of proactive community policing efforts		X	Communications	PD Fire
<i>Action E-11</i>	Identify improvements and pursue grant funding to improve safety and connectivity of non-motorized routes throughout the City		X	PW/Engin	
<i>Action E-12</i>	Implement new program to improve community access to crime stats	X		PD	
<i>Action E-13</i>	Develop Standard Operating Procedures regarding how Public Works responds to Localized Flooding and Blow Sand events	X		PW/Engin	
<i>Action E-14</i>	Develop a program to ensure City owned cameras at public spaces are maintained and tested regularly to ensure they are working properly	X		Facilities	IT PW/Engin
<i>Action E-15</i>	Establish regular inspections of park equipment and playing fields to ensure they are well maintained and functional	X		Facilities PW/Engin	
<i>Action E-16</i>	Formalize protocols for emergency response call outs	X		PW/Engin	All Departments



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**GOAL F: EMBRACING, INCLUSIVE CITY**

**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 and well-maintained and issues surrounding homelessness have been compassionately addressed with thoughtful, coordinated, and collaborative programs.

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
<i>Action F-1</i> Complete the comprehensive update of the Cathedral City Municipal Code with initial emphasis on Chapter 9 (zoning) and Chapter 5 (business regulations)	X	X		Dev Services	
<i>Action F-2</i> Address parking and paving provisions in the code for residences	X			Dev Services	PW/Engin
<i>Action F-3</i> Prohibit Parking in front of mailboxes	X			Dev Services	
<i>Action F-4</i> Educate residents regarding sidewalk horizontal clearance standards to ensure private mailboxes do not violate ADA accessibility requirements		X		Engin/PW Dev Services	
<i>Action F-5</i> Help define who Cathedral City is for our families and others		X		CMO	
<i>Action F-6</i> Promote additional community events and celebrations	X			CMO Communications	
<i>Action F-7</i> Develop a marketing plan to promote and raise awareness of available city venues such as the	X			Communications CMO	

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
Community Amphitheater. The marketing strategy will include promoting the City's interest in attracting and facilitating high quality events and celebrations which adds to the City's culture, support of the arts, and creation of a positive community identity.					
<i>Action F-8</i> Develop and implement a plan to improve and diversify methods to communicate with residents	X			Communications	
<i>Action F-9</i> Work with Riverside County to locate the potential RUHS community health center in Cathedral City		X		Econ Dev	
<i>Action F-10</i> Develop a public awareness campaign to inform the community of the City's efforts and expenditures on homelessness and how residents can participate in solutions	X			Communications	PD Fire PW/Engin
<i>Action F-11</i> Review land use regulations to support diverse, accessible, and affordable housing		X		Dev Services	Econ Dev
<i>Action F-12</i> Continue to facilitate the attraction and promotion of community events which celebrate our diversity, builds a cohesive community, and supports local business	X			CMO	Econ Dev
<i>Action F-13</i> Develop an outreach strategy to determine if services are addressing the needs of our diverse community including families, retirees, and Spanish speaking population		X		CMO	All Departments
<i>Action F-14</i> Establish a multi-disciplinary City Team to increase effectiveness and improve coordination of city	X			CMO	All Departments

Actions	Timeline			Lead/Co-Lead	Support Partners
	Short 0-1 Yrs	Medium 1-2 Yrs.	Long 2-5 Yrs.		
					Mental Health Professionals
<i>Action F-15</i>	Initiate regional discussions to explore the interests and feasibility of forming a West Valley Homeless Task Force	X		CMO	PD Fire Mental Health Professionals Regional Partners
<i>Action F-16</i>	Implement a code compliance program that proactively identifies and responds to code compliance complaints		X	Dev Services	All Departments
<i>Action F-17</i>	Develop initiatives to proactively monitor the City's commercial corridors to address visual blight and nuisance issues associated with vacant and underutilized properties and non-compliant commercial strips and centers	X		Dev Services	PW/Engin
<i>Action F-18</i>	Implement initiatives identified in Action F-17 to formalize deployment of staff to reduce visual blight and nuisance issues along the City's commercial corridors		X	Dev Services	PW/Engin
<i>Action F-19</i>	Develop standard plans, streamlined processes and educational materials that promotes ADU's to increase housing production	X		Dev Services	Econ Dev Communications