

AGENDA ITEM REPORT



To: City Council
Date: April 7, 2026
Department: City Manager
Prepared by: Doria Wilms, City Manager
Subject: **Strategic Plan Update**

RECOMMENDATION:

Receive and file.

BACKGROUND:

In January of 2025, the City Council convened a Special Strategic Planning Session to assess the City's current position, re-evaluate organizational priorities, and establish a clear vision and direction heading into the upcoming Two-Year Budget cycle.

The session resulted in the adoption of eleven overarching Strategic Goals, which now serve as the foundation for policy direction, operational planning and resource allocation. Adopted in July of 2025, the 2025-2027 Strategic Plan provides a focused and forward-looking roadmap for the City of Desert Hot Springs, building upon prior progress while addressing the evolving needs of a growing community.

The Strategic Plan includes:

- 11 Areas of Focus
- 177 Action Items
- Measurable outcomes tied to performance management and resource allocation.

This report provides a nine-month update on the City's progress in implementing the Strategic Plan.

DISCUSSION:

Since adoption, staff has worked diligently across all departments to align operations, budget development, and performance metrics with the City Council's identified priorities.

Overall Progress (177 Action Items):

- 45 Action Items Completed
- 80 Action Items In Progress
- 35 Action Items Implemented and Continuing on an Ongoing Basis
- 17 Action Items Scheduled for Future Initiation within the Two-Year Timeline

This represents substantial forward momentum in the first nine months of implementation, with approximately 90% of action items either completed, underway, or institutionalized as ongoing operations.

STRATEGIC GOAL PROGRESS HIGHLIGHTS

1. Freeway Corridor

Staff has advanced coordinated planning efforts focused on infrastructure readiness, land use alignment, and economic development along key freeway corridors, including I-10 and Palm Drive, I-10 and Indian and HWY 62 and Pierson BLVD.

- MSWD and CVWD actively collaborating on a path for sewer services at the I-10 Palm Drive corridor. Advocacy and coordination with regional partners continues on these efforts.
- Targeted outreach to property owners to identify highest and best use opportunities along all freeway corridors.
- Hampton Inn Hotel confirmed at Indian and I-10.
- Highway 62 moratorium adopted by the City Council to preserve the corridor as a strategic tourism gateway. Continued refinement of land use designations to support long-term development.
- City initiated Sewer Study and TIF/EFID Study underway.

2. Hotel/Spa Zone

Efforts are focused on expanding tourism and positioning the City to double Transient Occupancy Tax (TOT) Revenue over the next ten years.

- City hired a Tourism Development Liaison via contract.
- Collaboration with the Hoteliers which led to the formation of the Miracle Hill Spa Association and successful Spa Tour event in January of 2026.
- Rebranded and launched the “Miracle Hill Oasis” brand promoting tourism in the City.
- Development of a Natural Spa Zone overlay in progress.
- Continued engagement with prospective hospitality development projects in various stages of the development process.
- Updated Short-Term Vacation Rental regulations adopted by the City Council.
- Hotel and Spa Incentive Program updates approved by the City Council.

- Ongoing preservation and reactivation of boutique hotel properties.
- The Hyundai Hotel purchased and in Building Plan Check. Rebranded to The Soluna Hotel operating the upper-upscale brand Dolce by Wyndham.

3. Downtown District

Revitalization efforts are underway to strengthen the Downtown Art and Culture District as a vibrant community hub.

- Development of a cohesive downtown identity "The BLVD." Incorporation of signage, marketing and web presence ongoing.
- The Downtown BLVD. Event Space completed in Fall 2025.
- Launched Desert Nights on the BLVD. Event and Concert Series in Fall of 2025.
- Palm Springs Cultural Center launched a bi-monthly Farmers Market at The BLVD. Event Space.
- FORMAT Art Events activated by Known Gallery.
- Expansion of the Downtown Mural Program (Phase II underway by Known Gallery)
- \$11.3 million dollars awarded to the City via the AHSC Grant for the design and construction of a Transit HUB, streetscape, placemaking, bikeways, trees, sidewalks and road diet in the downtown.
- Beautification of the Downtown via clearing and grubbing of vacant lots and collaboration with downtown businesses to complete exterior improvements.
- Working to attract businesses to the Downtown.

4. Public Safety – Staffing & Community Policing

The City continues to enhance public safety through staffing, leadership development, and community policing strategies.

- Completion of Police Department POST Organizational Assessment.
- Added two Lieutenant positions and promoted from within.
- Increased recruitment efforts resulting in the hiring of nine Police Officers, three of which were designated as "over-hires". The department is staffed at 36 Sworn Officers.

- Formal over-hiring strategy in development and will come before City Council for review and approval.
- Recruitment of a Deputy Chief completed.
- Continued implementation of community policing.
- Public Safety Annex nearing completion.
- Ongoing reduction in crime rates.

5. Public Safety – Quality of Life

A balanced and compassionate approach is being implemented to address homelessness and quality of life concerns.

- Transition from a Housing First model to a Treatment and Accountability model
- Improved outcomes:
 - 76% treatment acceptance rate
 - 53% long-term housing success rate (up from 8% when deploying the Housing First Model)
- Deployment of a multidisciplinary Critical Response Team
- Reduced SWAG's contract resulting in a cost savings exceeding \$450,000 while improving outcomes.

6. Community Beautification

Efforts to enhance community appearance and address illegal dumping have intensified.

- Proactive code enforcement efforts.
- Continued partnership with Desert Valley Disposal.
- Exploration of long-term franchise agreement solutions to address robust debris accumulation in residential neighborhoods.
- Public education through social media and The Springs Insider Magazine.
- Development of a comprehensive illegal dumping campaign combining education and enforcement.

- Rental Registration Program - anticipate hiring Code Officer in Q3 of 2026 to implement this goal.

7. Community Parks

The City is prioritizing park improvements while planning for future expansion.

- Groundbreaking of Eagle Sports Park - February 2026
- Construction is near completion of Reflection Park at 8th and Palm Drive
- Installation of shade structures and bleachers at Wardman Park completed.
- Design underway for Skyborne Park.

8. Community Services, Engagement & Quality of Life

Expanded programming and services continue to strengthen community engagement and quality of life.

- Ongoing construction of the Furbee Aquatic Center Pool and New Splash Pad (anticipated completion in May 2026)
- Currently exploring year-round pool operations through partnerships with regional agencies.
- Expanded services with Riverside County Veteran Services at the Lozano Community Center located at Guy Tedesco Park.
- Growth in youth and senior programming, planning for facility use optimization.

9. Animal Care and Control

Significant operational improvements have resulted in enhanced service delivery and animal welfare outcomes.

- Achievement of full staffing levels.
- Hired Full-time administrative support, reducing complaints.
- Implementation of training, SOPs, and operational improvements.
- Strengthening of volunteer programs, Code of Conduct Policy and SOP's.
- Hired an Adoption Coordinator via contract.
- Partnership with Greater Palm Springs Animal Allies on the opening of the Animal Clinic.

- Expansion planning and implementation of spay/neuter clinics and community education remain ongoing.

10. Street/Road Infrastructure

Efforts are focused on both immediate maintenance and long-term infrastructure planning.

- DRAFT Pavement Management Plan complete. Will come before the City Council for review and feedback.
- Staff working to initiate a circulation study in the industrial area to explore ingress, egress options.
- Prioritizing routine road and pothole repairs.
- Coordination with partner agencies and Caltrans on potential new freeway access.
- Coordination with Caltrans for Highway 62 & Pierson signal installation remains ongoing. Construction anticipated to commence in January 2027.

11. Financial & Operations

Organizational improvements are enhancing efficiency, accountability, and service delivery.

- Finance Department received two budget awards.
- Integration of Strategic Plan alignment into all Council agenda items.
- Implementation of employee performance evaluation program.
- Updates to procurement processes and ordinances.
- Evaluation of digital RFP/RFQ platforms.
- Launch of Employee Recognition Program.
- Updates to compensation and benefits profiles completed.
- Expansion of training and policy standardization.
- Continued refinement of 10-year financial forecasting.

The Strategic Plan has been fully integrated into core City functions, including:

- Budget preparation for the 2025–2027 cycle
- Department work plans
- Performance evaluation systems

- Capital improvement planning
- Resource allocation decisions

The Plan serves as the City's operational roadmap, ensuring that daily decisions align with Council priorities and measurable outcomes. At the nine-month mark, implementation is progressing in a deliberate, measurable, and disciplined manner. With 45 action items completed, 80 actively underway, and 35 institutionalized as ongoing operations, the City is demonstrating meaningful momentum across all eleven strategic focus areas. Staff remains committed to executing the plan efficiently and transparently while continuing to respond to the needs of the community.

FISCAL IMPACT:

There is no fiscal impact.

STRATEGIC ALIGNMENT:

This initiative supports the following goals of the City's Strategic Plan:



Goal 1: Freeway Corridor

Take urgent and intentional steps to improve infrastructure and attract high quality development along the city's freeway corridors, focusing on the highest and best use of land and zoning designations.



Goal 2: Hotel/Spa Zone

Double Transient Occupancy Tax in 10 years.



Goal 3: Downtown District

Revitalize the Downtown Art and Culture District to attract events, promote business development and enrich the art and culture experience for both Desert Hot Springs residents and visitors.



Goal 4: Public Safety - Staffing and Community Policing

Enhance the quality of life for our residents and staff by establishing appropriate law enforcement staffing levels and implementing community policing initiatives.



Goal 5: Public Safety – Quality of Life

Balance the needs of the unhoused with the quality-of-life needs and concerns of the broader community.



Goal 6: Community Beautification

Focused execution of beautification efforts city-wide via enforcement measures and the abatement of illegal dumping.



Goal 7: Community Parks

Provide maintenance and strategic upgrades at existing parks while pursuing creative ways to expand park offerings via pocket parks and securing grant funding to plan for and build out parks in the Parks Master Plan.



Goal 8: Community Services, Engagement and Quality of Life

Provide for high-quality programs, events and activities that promote and provide community engagement, pride, quality of life services and arts and culture in the City of Desert Hot Springs.



Goal 9: Animal Care and Control

Provide exceptionally high levels of customer service to the city residents while ensuring the highest levels of humane treatment of all animals in the care of the city's Animal Care and Control.



Goal 10: Street/Road Infrastructure

Intense focus on fiscal and operational needs to ensure the city can meet the growing demands of the community by maintaining existing street/road infrastructure while planning for long-term growth and development.



Goal 11: Financial and Operations

Continue to provide fiscally sound operations via the ongoing evaluation of city processes and operational needs to maximize efficiency, streamline processes and eliminate bureaucracy, when possible, to deliver outstanding customer service and professionalism in all interactions with residents and the public.

ATTACHMENTS:

- [1\) 2025-2027 City of Desert Hot Springs Strategic Plan](#)
- [2\) Strategic Plan Dashboard](#)
- [3\) Strategic Plan Status Update](#)



DESERT HOT SPRINGS

Where life flows.

STRATEGIC PLAN 2025 – 2027

STRATEGIC PLAN

To build on the City of Desert Hot Springs's achievements, the 2025-2027 Strategic Plan sets forth strategic goals and actionable items to guide budget preparation, performance, program evaluation, and resource allocation. Developed in collaboration with the City Council, staff, and community members, this plan aims to address the needs of our growing city through deliberate and measurable steps for the efficient execution of its goals. Staff will provide regular updates on implementing this plan over the next two years.

VISION

The City of Desert Hot Springs is a world-class health and wellness destination based upon its famous miracle waters, unique desert ecosystem, spectacular mountain views, and natural environment.

MISSION

City of Desert Hot Springs' public servants are committed to maintaining fiscally responsible operations. They achieve this by implementing streamlined processes that maximize efficiency and reduce unnecessary government bureaucracy. At the same time, they provide exceptional levels of customer service and professionalism to enhance the quality of life and promote growth and prosperity for our residents and businesses

ETHICS

City officials and employees uphold the highest levels of ethics, personal integrity and honesty in all interactions to maintain public trust and confidence.

CORE VALUES

Fiscal Responsibility, Exceptional Customer Service, Efficiency and Elimination of Bureaucracy, Collaboration, Honesty and Integrity, Community Engagement and Involvement, Trust and Transparency.

GOALS AND AREAS OF FOCUS

FREEWAY COORIDOR

Take urgent and intentional steps to improve infrastructure and attract high-quality development along the city's freeway corridors, focusing on the highest and best use of land and zoning designations.

HOTEL/SPA ZONE

Double Transient Occupancy Tax in 10 years.

DOWNTOWN DISTRICT

Revitalize the Downtown Art and Culture District to attract events, promote business development and enrich the art and culture experience for Desert Hot Springs residents and visitors.

PUBLIC SAFETY – STAFFING & COMMUNITY POLICING

Enhance the quality of life for our residents and staff by establishing appropriate law enforcement staffing levels and implementing community policing initiatives.

PUBLIC SAFETY – QUALITY OF LIFE

Balance the needs of the unhoused with the quality-of-life needs of the overall community.

COMMUNITY BEAUTIFICATION

Focused execution of beautification efforts city-wide via enforcement measures and the abatement of illegal dumping.

COMMUNITY PARKS

Provide maintenance and strategic upgrades at existing parks while pursuing creative ways to expand park offerings via pockets parks and securing grant funding to plan for and build out parks in the Parks Master Plan.

COMMUNITY SERVICES, ENGAGEMENT & QUALITY OF LIFE

Provide for high-quality programs, events and activities that promote and provide community engagement, pride, quality of life services and arts and culture in the City of Desert Hot Springs.

ANIMAL CARE AND CONTROL

Provide exceptionally high levels of customer service to the city residents while ensuring the highest levels of humane treatment of all animals in the care of the city's Animal Care and Control.

STREET/ROAD INFRASTRUCTURE

Intense focus on fiscal and operational needs to ensure the city can meet the growing demands of the community by maintaining existing street/road infrastructure while planning for long-term growth and development.

FINANCIAL & OPERATIONS

Continue to provide fiscally sound operations via the ongoing evaluation of city processes and operational needs to maximize efficiency, streamline processes and cut bureaucracy, when possible, to deliver outstanding customer service and professionalism in all interactions with residents and the public.

ACTION ITEMS

Area of Focus #1 – **FREEWAY COORIDOR**

GOAL: Take urgent and intentional steps to improve infrastructure and attract high quality development along the city's freeway corridors, focusing on the highest and best use of land and zoning designations.

Action Items:

- a. 1-10 and Indian, 1-10 and Palm Drive and HWY 62
 - i. Take all steps necessary with CVWD, MSWD and other partners and agencies to strongly advocate for the execution of a Shared Service Agreement between CVWD and MSWD for sewer services to kick start development along the 1-10 corridor and Palm Drive from Dillon to the 1-10.
 - ii. Prioritize additional hotel, and commercial development along the 1-10 and Indian corridor to serve anticipated workforce in the industrial area.
 - iii. 1-10 and Palm Drive – Intense and focused efforts to identify strategically important sites/properties, property owners and capital partners to attract and retain commercial development along the 1-10 and Palm Drive corridor once service agreement is in place with the water agencies.
 - iv. HWY 62 – Tourism Gateway into the City.
 - 1. Coordinate with CalTrans to install City of Desert Hot Springs Signage along HWY frontage of HWY 62
 - 2. Intense and focused efforts to identify strategically important sites/properties, property owners and capital partners to attract and retain commercial development along the HWY 62 corridor
 - 3. Installation of an entry monument sign on Pierson Blvd. near HWY 62

Area of Focus #2 – **HOTEL/SPA ZONE**

GOAL: Double Transient Occupancy Tax in 10 years.

Action Items:

- a. Focused and deliberate efforts to attract Hotel developers and entrepreneurs to the City of Desert Hot Springs via attendance at events, trade shows and conferences.
- b. Explore the hiring of a Tourism Development Liaison on contract to kick start these efforts for the City's attendance at these events.
- c. Evaluate the STVR regulations via the City Council Subcommittee to determine if any changes are necessary.
- d. Preservation of the "Spa Zone"

- i. Explore alternate zoning/Miracle Hill Oasis overlay to prohibit development of anything other than hotel/restaurants in a very segmented section of the existing spa zone where the hottest mineral waters are located, while preserving the existing "Spa Zone" which allows for both housing and hotel development.
- ii. Evaluate the existing Spa Revitalization TOT Incentives via the City Council Subcommittee to better attract hotel developers and entrepreneurs to develop ground up construction of hotels or revitalize existing hotels.
- iii. Explore signage and focused beautification efforts of the Spa Zone to enhance the tourist experience in the City.
- iv. Focused Tourism Advertising, Marketing and Promotion
 - 1. Intense marketing of "Miracle Hill Oasis" as a destination in collaboration with the hoteliers via the city's contract with JNS Next and Visit Greater Palm Springs.
 - 2. Partner with Hoteliers to incorporate "Miracle Hill Oasis" brand into their Hotel/Spa experience. Example: Miracle Hill Oasis robes, eye masks, swag, update spa/hot water maps, maps of the murals, hiking trail maps, restaurant maps directing tourists to "The Downtown District". Branding should be everywhere in the spa zone in collaboration with the existing hoteliers.
 - 3. Explore programs and collaborations with partners and agencies to capitalize on opportunities for those seeking Health and Wellness experiences via hiking and the city's proximity to Sand to Snow National Monument, Joshua Tree National Park and the city's Hot Mineral and Drinking Water.
 - 4. Refresh branding with JNS Next to better reflect "Desert Hot Springs – Miracle Hill Oasis" as a unique Health and Wellness destination in the valley, while still partnering with Visit Greater Palm Springs as a regional partner.

Area of Focus #3 – DOWNTOWN DISTRICT

GOAL: Revitalize the Downtown Art and Culture District to attract events, promote business development and enrich the art and culture experience for both Desert Hot Springs residents and visitors.

Action Items:

- a. Activate downtown events, in a phased approach, focusing on the West-Cactus segment, for residents and tourists, as a means of bringing foot traffic to existing business and spurring other economic development activities.
 - i. Activate temporary Event Spaces in the Downtown, while the City executes on the larger plan of executing streetscapes, placemaking, road diets and permanent event space in the downtown.

- ii. Submit the up to \$15 million-dollar AHSC Grant application for Downtown Street Scape, Road Diet, Permanent Event Space, Placemaking and Transit HUB project in collaboration with Abode Affordable Housing Developer.
 - iii. Activate a Monthly Concert series via a contract with Take 5 Entertainment. Staff will work to incorporate downtown businesses while activating non-competing Food Trucks and other local vendors during this event.
 - iv. Evaluation and reimagining of Friday Nights on Pierson. Explore name, frequency, location in the downtown, and feasibility of its long term success.
 - v. Continue to work with The Palm Springs Cultural Center to facilitate a Certified Farmers Market on Sunday mornings in the downtown area.
- b. Downtown Art and Murals
- i. Work with Known Gallery to execute Phase two of the Downtown Art and Mural Project, capitalizing on the initial internationally known artists via intense advertising and promotion in conjunction with Known Gallery/The Seventh Letter/The Mural Supply Co.
 - v. Encourage and implement Art Walks, Cultural Events and Paint Nights in the downtown.
 - vi. Engage the youth and local artists to participate in the continued incorporation of Art and Culture in the Downtown.
- c. Downtown Beautification
- i. Institute a more aggressive Vacant Property Registration Program to encourage rental of vacant commercial properties in the downtown and other city locations.
 - ii. Downtown Sign Program – Initiate a downtown signage program.
 - iii. Initiate Downtown Small Business Grant program for signage, façade and landscaping assistance to beautify downtown and activate spaces for EcDev initiatives and purposes.
 - iv. Collaborate with vacant parcel owners to clean lots, clear/grub and lay ground cover in Public Right of Way to provide clean, esthetically pleasing areas ready for EcDev opportunities.
 - v. Initiate Downtown Branding/Social Media to create “The Downtown District” as a destination.
 - 1. Partner with downtown small business stakeholders and the community to name the downtown.
 - 2. Partner with downtown small businesses to incorporate “The Downtown District” brand in their storefronts. Example: create posters and maps of the murals and hang in EVERY business in the downtown. Downtown branded trash cans, benches, handouts. Downtown branding should be everywhere in the downtown area in collaboration with the existing businesses.
 - 3. Visible Banners, signage, and temp screenings where needed to create esthetically pleasing spaces in the downtown.
 - II. Encourage the activation of parking lots and vacant parcels by landowners to create esthetically pleasing spaces downtown.

Area of Focus #4 – PUBLIC SAFETY- STAFFING AND COMMUNITY POLICING

GOAL: Enhance the quality of life for our residents and staff by establishing appropriate law enforcement staffing levels and implementing community policing initiatives.

Action Items:

- a. Implement a police recruitment and over hiring process to always ensure proper staffing levels.
- b. Conduct a P.O.S.T. Evaluation to ensure the proper operational structure for the Police Department and hire accordingly.
- c. Establish a Council policy on Police Staffing levels based on P.O.S.T. recommendation.
- d. Organize, train and cultivate a culture in the Police Department to facilitate Community Policing.
- e. Commitment to complete the Public Safety Annex Complex, which includes exploring grants to fund the improvements that are necessary at Fire Station 37 that were removed due to construction costs.
- f. Work with CalFire to explore the continued programming and utilization of the Medic Squad in perpetuity.
- g. Enhance traffic enforcement and control along main corridors of the city, utilizing the Motor Officer as much as possible in these efforts.
- h. Balance Social Media efforts highlighting both information on significant events AND at minimum two positive police stories or press releases per week.

Area of Focus #5 – PUBLIC SAFETY – QUALITY OF LIFE

GOAL: Balance the needs of the unhoused with the quality-of-life needs and concerns of the broader community.

Action Items:

- a. Continue with dedicated team comprised of Law Enforcement, Code Enforcement, and SWAG to provide resources and services to the unhoused population while continuing to enforce a zero-tolerance policy for any criminal activity.
- b. Continue to work with property owners to institute and enforce 602 No Trespassing letters and abate encampments in collaboration with private property owners and in the public right of way per ordinance.

- c. Explore ERF Funding with CVAG, Riverside County and CVCC so long as the efforts and other agencies align with and are not in contradiction to the City's efforts to provide services and address homelessness.

Area of Focus #6 – COMMUNITY BEAUTIFICATION

GOAL: Focused execution of beautification efforts city-wide via enforcement measures and the abatement of illegal dumping.

Action Items:

- a. Intense education to residents on programs available via Desert Valley Disposal and other partner agencies to abate illegal dumping.
- b. Continue to partner with Desert Valley Disposal on illegal dumping program which is instituted now in the DVD Franchise Agreement.
 - i. Work with DVD to institute a SFR and multi-family fee to abate the long-standing issue of illegal dumping that occurs following the turnover of renters in SFR and multi-family units in the City.
 - ii. Advertise steep fines for illegal dumping (signage at frequent illegal dumping sites, educational billboards, information on bulky item pick-up dates in City newsletter/magazine)
 - iii. Strict enforcement for offenders of illegal dumping.
- c. Continue Code Enforcement measures in the main corridor of the City to ensure businesses, shopping centers and vacant property owners are abiding by the Municipal Code.
- d. Facilitate quarterly meetings with shopping center owners and property managers to establish strong working relationships to progress the city's goals and vision.
- e. Institute a Rental Registration Program to abate long standing issues with substandard living conditions of rental properties caused by absentee/irresponsible property owners.

Area of Focus #7 – COMMUNITY PARKS

GOAL: Provide maintenance and strategic upgrades at existing parks while pursuing creative ways to expand park offerings via pocket parks and securing grant funding to plan for and build out parks in the Parks Master Plan.

Action Items:

- a. Parks Master Plan – Identify next 4 parks from the Parks Master Plan
 - i. Secure funding and develop plans for identified parks to ensure shovel ready projects to aggressively pursue grant funding.
- b. Pocket Parks – institute pocket park program in existing LMD's/DAD's
- c. Wardman Park – Old Boys and Girls Club – pursue grant funding for batting cages/rehabilitation of the building.

- i. Secure temp screening around fencing to hide drained pool.
- ii. Install new bleachers at the Little League Field

Area of Focus #8 – COMMUNITY SERVICES, ENGAGEMENT AND QUALITY OF LIFE

GOAL: Provide for high-quality programs, events and activities that promote and provide community engagement, pride, quality of life services and arts and culture in the City of Desert Hot Springs.

Action Items:

- a. Complete pool repairs at the John Furbee Aquatic Center and the installation of the Splash Pad following the 2025 swim season.
- b. Explore funding mechanisms as a means of transitioning the John Furbee Aquatic Center to year-round swim commencing with the 2026 swim season.
- c. Expand Veteran services in the City of Desert Hot Springs via a lease agreement with Riverside County Veteran Services to relocate their Coachella Valley offices to the Lozano Center.
- d. Expand youth activities and services at the Health and Wellness Center
- e. Explore funding and provide options to the City Council for the expansion of Senior Center services at the Old Library on the Senior Center campus.
 - i. Give notice to entities utilizing space on the Senior Center campus to maximize space on the complex for Senior Services.
 - ii. Create a non-profit to better facilitate funding opportunities for Senior Services, Recreation activities, including Little League and youth sports and the animal sanctuary.
- f. Provide intense Community engagement and outreach to the residents of Desert Hot Springs, with particular focus on “humanizing” City Hall as a means of encouraging pride, engagement and participation with city initiatives and goals.
- g. Conduct Education Events, Informational Townhalls and opportunities for engagement to bring City information to the residents.
- h. Provide Civics Academy twice a year to the residents of Desert Hot Springs.
- i. Focused efforts to Improve the City’s Regional Image
 - i. Establish better relationships with regional partners and media.
 - ii. Increase staff participation and engagement regionally.
 - iii. Ensure the City is proactively telling “its story” rather than allowing the City to be defined by outdated stigma and history.

Area of Focus #9 – ANIMAL CARE AND CONTROL

GOAL: Provide exceptionally high levels of customer service to the city residents while ensuring the highest levels of humane treatment of all animals in the care of the city's Animal Care and Control.

Action Items:

- a. Maintain adequate staffing levels of Animal Control Officers and Kennel Technicians.
- b. Hire an Administrative Assistant for Animal Care and Control
- c. Conduct trainings at all staff levels, including management, to improve customer service to the residents and partners of the City of Desert Hot Springs.
- d. Create and incorporate an aggressive adoption program to improve capacity and quality of life for the animals in the care of animal care and control.
- e. Build out a strong volunteer program and empower them to assist with dog walking, socialization and general care of the animals at Animal Care and Control.
- f. Explore strategic partnership with Greater Palm Springs Animal Allies for the Animal Sanctuary, similar to the Animal Hospital.
- g. Provide intense and comprehensive education and information to the residents via social media.
- h. Facilitate partnerships with regional organizations to facilitate affordable immunization and spay and neuter clinics for the residents of Desert Hot Springs.

Area of Focus #10 – STREET/ROAD INFRASTRUCTURE

GOAL: Intense focus on fiscal and operational needs to ensure the city can meet the growing demands of the community by maintaining existing street/road infrastructure while planning for long-term growth and development.

Action Items:

- a. Develop a more comprehensive street repaving program, focusing on most severe streets.
- b. Prioritize routine repairs of potholes in a proactive manner.
- c. Indian/Little Morongo-20th Avenue Road Infrastructure
 - i. Plan for alternate paths of ingress/egress around the industrial area.
 - ii. Explore funding mechanisms including EIFD's, Bonds and Grants to plan for and execute infrastructure improvements that will be necessary to keep pace with the anticipated growth of the Indian/Little Morongo-20th Ave industrial zone.
- d. Plan for alternate freeway access at Little Morongo, via the submittal of an application for a new on-ramp at Little Morongo and the 1-10.
- e. Continue to collaborate with Caltrans on the Stop Light at HWY 62 and Pierson to ensure project stays on track and is completed as planned and promised by CalTrans.
- f. Prioritize funding to install the Stop Light at Palm Drive and Park Lane.
- g. Plan for creative alternative paths of travel to relieve traffic on Palm Drive and Indian Canyon. (Example: Explore funding mechanism to pave Little Morongo to Varner/20th/Freeway)

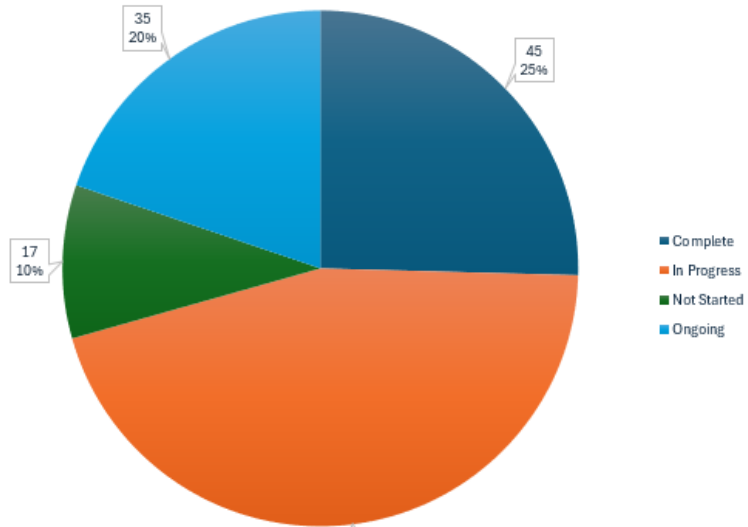
Area of Focus #11 – FINANCIAL AND OPERATIONS

GOAL: Continue to provide fiscally sound operations via the ongoing evaluation of city processes and operational needs to maximize efficiency, streamline processes and eliminate bureaucracy, when possible, to deliver outstanding customer service and professionalism in all interactions with residents and the public.

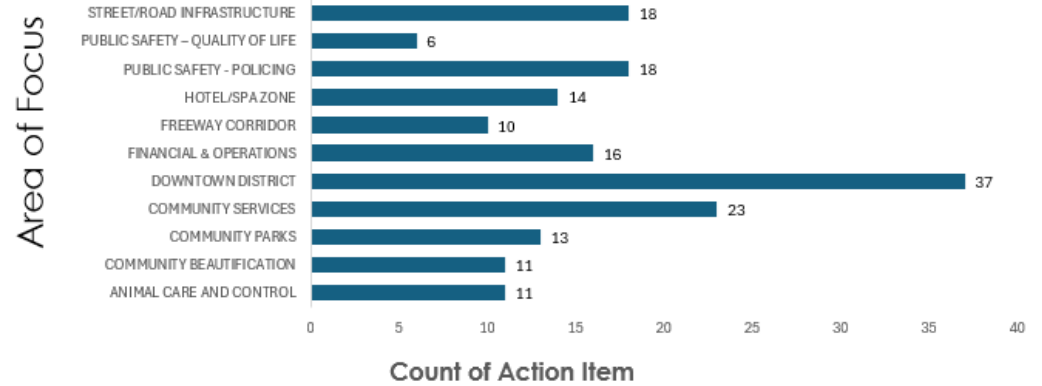
Action Items:

- a. Explore the potential and feasibility of adjusting some City Hall operations to a Monday through Friday public schedule, with a continued commitment to supporting the 4/10 work schedule for staff.
- b. Ensure staff is providing “exceptionally high levels of customer service” in all interactions, embodying the “we don’t operate government as usual” culture the city has become synonymous with.
- c. Facilitate biennial Strategic Planning Sessions with the community, City Council and Staff.
- d. Add a “Strategic Plan Integration” section to each Agenda item to track all Council Actions and how they align with the Strategic Plan.
- e. Institute internal Employee Performance evaluations to align with measurable goals and benchmarks based on Strategic Planning goals and priorities.
- f. Update the City’s internal Procurement Process and continue instituting best practices.
- g. Explore Planet Bid (or something similar) for all RFP/RFQ listings to ensure listings are spread far and wide resulting in a more competitive bidding process for all City projects.
- h. Establish an employee recognition program quarterly, with the winner of the annual Rotary Big Heart Award being selected from the pool of “Employee of the Quarter” recipients.
- i. Re-Establish and refresh the City’s L.E.A.D Program to promote an internal collaborative culture that spans across departments and discourages departmental silos.
- j. Review and update Compensation and Benefits Profile document for Non-Represented Employees and Department Heads.
- k. Ensure city-wide and department specific mandated safety training programs are followed and expanded upon to ensure staff safety and to mitigate risks.
- l. Continue 10-year Financial Forecasting with updates to the City Council.
- m. Conduct finance policy reviews and update every 5 years.
- n. Work toward applying for the Audited Financial Reporting Award through GFOA.
- o. Create an Unfunded Liability policy and establish a plan to fund the unfunded pension trust account via PARS commencing in the FY 27 budget cycle.
- p. Currently, the city can fund two months of operational expenses via emergency reserve fund balance. Create a policy to fund two months’ worth of operational expenses via the unassigned fund balance as per GFOA recommendations.

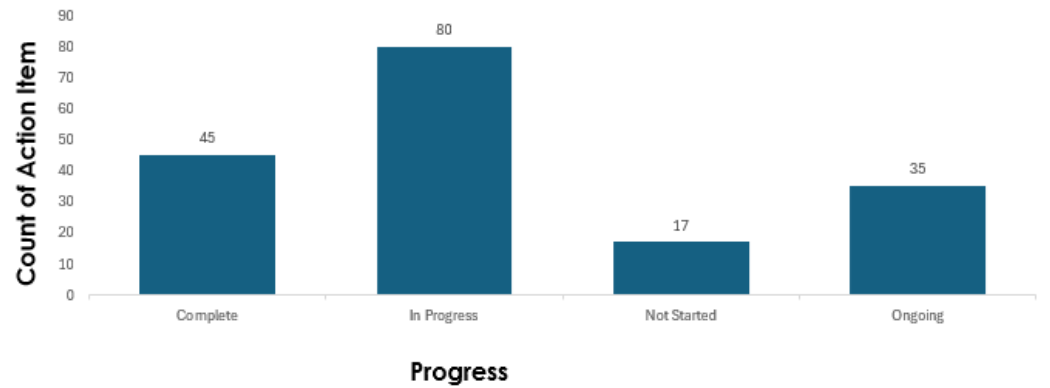
Count of Action Item by Progress



Count of Action Item by Area of Focus



Count of Action Item by Progress



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+ Add new item Edit in grid view Undo Share Copy link Export Forms Automate Integrate ...										Details	
Kyle Morris's list 2025-2027 Strategic Plan ☆										All Items Department + Add view	
#	Action Item	Department	Lead	Co-Lead	Area of Focus	Target Start Date(Fisc...	Targeted Compl...	Progress	Current Status	+ Add column	
1.a	Take all necessary steps to advocate for a Shared Service Agreement between CVWD and MSWD for sewer services to kick start development along the 1-10 at Palm Drive	City Manager	Doria Wilms	Daniel Porras	FREEWAY CORRIDOR	Q3 2025	Q3 2026	In Progress	MSWD and CVWD are actively collaborating on path for sewer services at this corridor. We remain in communication to ensure the City's goal is achieved.		
1.b	Prioritize additional hotel, and commercial development along the 1-10 and Indian	Community Development Economic Development	Travis Clark	Patricia Villagomez	FREEWAY CORRIDOR	Q3 2025	Q4 2027	In Progress	Hampton Inn Hotel confirmed at Indian and 1-10. Continued outreach and collaboration to achieve long term goal.		
1.c	1-10 and Palm Drive - Identify strategically important sites/properties, property owners and capital partners to attract commercial development.	Economic Development Community Development	Jocelyn Kane	Travis Clark	FREEWAY CORRIDOR	Q3 2025	Q2 2026	In Progress	EcDev meeting with property owners. City initiated Sewer Study and TIF/EFID Study underway.		
1.d	HWY 62 (Tourism Gateway) - CalTrans - Install City of Desert Hot Springs Signage	Public Works	Daniel Porras		FREEWAY CORRIDOR	Q3 2025	Q3 2026	In Progress	Contact made with CalTrans to facilitate this request.		
1.e	HWY 62 corridor- Identify important sites/properties, property owners and capital partners to attract commercial development	Economic Development Community Development	Jocelyn Kane	Travis Clark	FREEWAY CORRIDOR	Q3 2025	Q3 2026	In Progress	HWY 62 Moratorium adopted by the City Council to prevent industrial uses. Evaluation of long term land uses underway.		
1.f	Installation of an entry monument sign on Pierson Blvd. near HWY 62	Economic Development Public Works	Daniel Porras	Jocelyn Kane	FREEWAY CORRIDOR	Q3 2025	Q3 2026	In Progress	Land identified for signage. Coordination needed to renegotiate the potential relocation of existing entry sign at Palm Drive, which would be replaced by a new entry monument sign.		
2.a	Attract Hotel developers and entrepreneurs via events, trade shows and conferences	Tourism Development	Rayce Jonsrud	Jocelyn Kane	HOTEL/SPA ZONE	Q3 2025	Q2 2027	In Progress	Attended the Meet the Money Event and the Travel and Adventure Show with hoteliers to attract prospective developers.		
2.b	Explore the hiring of a Tourism Development Liaison	Tourism Development	Doria Wilms		HOTEL/SPA ZONE	Q3 2025	Q3 2025	Complete	Contracted with Rayce Jonsrud		
2.c	Evaluate the STVR regulations	Code Compliance	Christina Newsom	Tyler Messer	HOTEL/SPA ZONE	Q3 2025	Q4 2025	Complete	Updated STVR Regulations Adopted by the City Council - December 2025		
2.d	Explore alternate zoning/Miracle Hill Oasis overlay	Community Development City Manager City Attorney	Travis Clark	Patricia Villagomez	HOTEL/SPA ZONE	Q3 2025	Q2 2026	In Progress	2x2 Mtgs held to obtain feedback. Staff working on regulations that will be brought before the City Council for consideration.		
2.e	Evaluate the existing Spa Revitalization TOT Incentives	City Manager Tourism Development	Doria Wilms		HOTEL/SPA ZONE	Q3 2025	Q4 2025	Complete	Hotel and Spa Incentive Program Updates approved by the City Council.		
2.f	Explore signage and focused beautification efforts of the Spa Zone	Tourism Development	Jocelyn Kane	Rayce Jonsrud	HOTEL/SPA ZONE	Q4 2026	Q3 2027	Not Started	Exploring options, momentum will pick-up near the completion of the Hacienda Street Improvement Project.		
2.g	Marketing of "Miracle Hill Oasis"	Tourism Development	Doria Wilms	Rayce Jonsrud	HOTEL/SPA ZONE	Q3 2025	Q2 2027	Ongoing	Branding established, marketing independently and in collaboration with the hoteliers remains ongoing.		
2.h	Partner with Hoteliers to incorporate "Miracle Hill Oasis" brand into their Hotel/Spa experience.	Tourism Development	Rayce Jonsrud	Doria Wilms	HOTEL/SPA ZONE	Q3 2025	Q4 2025	Complete	New Miracle Hill Spa Association created by Hoteliers, facilitating billboard and other marketing partnerships. Held the Spa Tour in January 2025 to reintroduce the City's hotels and spas to residents and visitors alike.		
2.i	Collaborate with partners and agencies to expand health and wellness opportunities by promoting hiking and outdoor experiences, leveraging the city's proximity to national parks and natural mineral waters.	Tourism Development	Doria Wilms	Rayce Jonsrud	HOTEL/SPA ZONE	Q1 2025	Q2 2027	Ongoing	Partnered with JTNPA, VGPS and other agencies to promote health and wellness experiences in Desert Hot Springs.		
2.j	Refresh branding with JNS Next to highlight Desert Hot Springs – Miracle Hill Oasis as a distinctive health and wellness destination, while maintaining collaboration with Visit Greater Palm Springs.	Tourism Development City Manager	Doria Wilms	Roberta Crcic	HOTEL/SPA ZONE	Q3 2025	Q4 2025	Complete	Miracle Hill Oasis Branding Complete and being advertised via social media, billboards and other strategic methods.		
3.a	Activate downtown events, in a phased approach, focusing on the West-Cactus segment, for residents and tourists, as a means of bringing foot traffic to existing business and spurring other economic development activities.	Recreation and Community Services	Roberta Crcic	Christina Newsom	DOWNTOWN DISTRICT	Q3 2025	Q4 2025	Ongoing	Launched Desert Nights on the BLVD, Certified Farmers Market and rolling out Phase Two of the Downtown Mural Project.		
3.a.1	Activate temporary event spaces downtown as the city advances long-term plans for streetscapes, placemaking, and permanent venues.	Recreation and Community Services Public Works City Manager	Christina Newsom	Daniel Porras	DOWNTOWN DISTRICT	Q3 2025	Q4 2025	Complete	The BLVD Event Space was completed in Fall of 2025. Activation of events remains ongoing.		
3.a.2	Submit up to \$15 million AHSC grant application in partnership with Abode to support downtown streetscape, road diet, permanent event space, placemaking, and a new transit hub.	Community Development	Travis Clark		DOWNTOWN DISTRICT	Q3 2025	Q4 2025	Complete	\$11.3 million dollars was awarded to the City by the AHSC Grant. This grant will be used for the design and construction of a Transit HUB, streetscape, placemaking, bikeways, trees, sidewalks, and road diet in the Downtown.		
3.a.3	Launch a monthly concert series with Take 5 Entertainment, engaging downtown businesses and featuring non-competing food trucks and local vendors.	Recreation and Community Services	Roberta Crcic		DOWNTOWN DISTRICT	Q3 2025	Q4 2025	Complete	Desert Nights on the BLVD was launched in Fall of 2025.		
3.a.4	Evaluate and reimagine Friday Nights on Pierson, including its name, frequency, downtown location, and long-term viability	Recreation and Community Services City Manager	Roberta Crcic		DOWNTOWN DISTRICT	Q3 2025	Q3 2025	Complete	Community surveys conducted over the summer. Desert Nights on the BLVD. was introduced to the community in Fall 2025.		
3.a.5	Support ongoing collaboration with Palm Springs Cultural Center to host a Sunday morning Certified Farmers Market in the downtown area.	Recreation and Community Services	Roberta Crcic		DOWNTOWN DISTRICT	Q3 2025	Q4 2025	Complete	Palm Springs Cultural Center launched the Certified Farmers Market in the downtown in fall of 2025.		
3.b	Downtown Art and Murals	City Manager Government Relations and Comm...	Shayra Hernandez		DOWNTOWN DISTRICT	Q3 2025	Q4 2025	Complete	Curation contract awarded to The Mural Supply Co. for Phase Two of the Downtown Mural Project.		
3.b.1	Partner with Known Gallery to launch Phase Two of the Downtown Art and Mural Project, building on international artist recognition through strong promotion and advertising.	City Manager Government Relations and Comm...	Shayra Hernandez		DOWNTOWN DISTRICT	Q3 2025	Q2 2026	In Progress	Phase 2 Downtown Mural Project currently underway.		

3.b.2	Promote and implement art walks, cultural events, and paint nights to activate the downtown area.	Government Relations and Comm... City Manager	Shayra Hernandez Kathlyn Palmer	DOWNTOWN DISTRICT	Q3 2025	Q3 2026	Ongoing	FORMAT Art Events implemented by Known Gallery in the Downtown.
3.b.3	Engage the youth and local artists to participate in the continued incorporation of Art and Culture in the Downtown.	Recreation and Community Services	Roberta Cronic	DOWNTOWN DISTRICT	Q3 2025	Q4 2027	In Progress	Ongoing
3.c	Downtown Beautification	Code Compliance Economic Development Community Development Government Relations and Comm... City Manager	Christina Newsom Tyler Messer	DOWNTOWN DISTRICT	Q3 2025	Q2 2026	In Progress	Vacant lots in the downtown have been cleared and grubbed. Exterior beautification completed of The Cottage Two. Obtaining quotes to put down ground cover and simple landscape in public right of way in the downtown.
3.c.1	Implement a stronger Vacant Property Registration Program to encourage activation and rental of empty commercial spaces downtown and citywide.	Code Compliance	Christina Newsom Tyler Messer	DOWNTOWN DISTRICT	Q2 2026	Q4 2026	Not Started	Staff will focus on initiating this action item in Q2 of 2026.
3.c.2	Launch a downtown signage program to improve visibility and support district identity.	Economic Development City Manager	Travis Clark	DOWNTOWN DISTRICT	Q3 2025	Q3 2026	In Progress	Exploring program with private business to activate. Identifying funding for this initiative.
3.c.3	Start a Downtown Small Business Grant program to support signage, façade, and landscaping improvements that enhance beautification and economic development.	Community Development	Travis Clark Patricia Villagomez	DOWNTOWN DISTRICT	Q3 2026		Not Started	Working to identify funding and build out a program for this initiative.
3.c.4	Work with vacant parcel owners to clean and improve lots and adjacent public areas, preparing them for future economic development opportunities.	Code Compliance Economic Development Community Development	Tyler Messer	DOWNTOWN DISTRICT	Q3 2025	Q2 2025	Complete	Vacant lots cleared and grubbed and ground cover laid. All vacant lots in the downtown are compliant with the DHSMC.
3.c.5	Initiate Downtown Branding/Social Media to create "The Downtown District" as a destination.	Government Relations and Comm...	Doria Wilms Roberta Cronic	DOWNTOWN DISTRICT	Q3 2025	Q4 2025	Complete	Established "The BLVD" and branding in the downtown. Ongoing efforts to incorporate into businesses and social media.
3.c.5.1	Collaborate with downtown businesses and the community to develop an official name for the downtown district.	Government Relations and Comm... Recreation and Community Services City Manager	Roberta Cronic	DOWNTOWN DISTRICT	Q3 2025	Q3 2025	Complete	Completed.
3.c.5.2	Collaborate with downtown businesses to integrate 'The Downtown District' branding throughout storefronts and public spaces with posters, maps, signage, and other visual elements.	Government Relations and Comm... Recreation and Community Services	Shayra Hernandez	DOWNTOWN DISTRICT	Q3 2025	Q3 2026	Ongoing	Ongoing efforts to incorporate branding in all downtown businesses.
3.c.5.3	Visible Banners, signage, and temp screenings where needed to create esthetically pleasing spaces in the downtown.	Recreation and Community Services	Roberta Cronic	DOWNTOWN DISTRICT	Q4 2025	Q4 2025	Complete	Banners installed January 2026
3.c.6	Encourage the activation of parking lots and vacant parcels by landowners to create esthetically pleasing spaces downtown.	Code Compliance Community Development	Travis Clark Patricia Villagomez	DOWNTOWN DISTRICT			Not Started	
4.a	Implement police recruitment and over-hiring strategies to maintain consistent and adequate staffing levels.	Human Resources Police Department Finance City Manager	Steven Shaw Bonnie Bilger	PUBLIC SAFETY - POLICING	Q3 2025	Q2 2026	Complete	Increased recruitment efforts resulting in the over hiring of 3 Police Officers. To date the department is staffed at 36 Sworn.
4.b	Conduct a P.O.S.T. evaluation to assess and optimize the Police Department's operational structure and guide future hiring.	Human Resources Police Department	Steven Shaw Bonnie Bilger	PUBLIC SAFETY - POLICING	Q3 2025	Q3 2026	Complete	POST Management Study completed. Recommendations being reviewed by Chief and City Manager for report out to City Council. In addition, the department has restructured its Administrative structure, adding two Lieutenant positions.
4.c	Establish a Council policy on Police Staffing levels based on P.O.S.T. recommendation.	City Council Police Department	Steven Shaw	PUBLIC SAFETY - POLICING			In Progress	A formal Over Hiring policy is currently in process and will be brought to the City Council for consideration.
4.d	Organize, train and cultivate a culture in the Police Department to facilitate Community Policing.	City Manager Police Department	Steven Shaw	PUBLIC SAFETY - POLICING	Q3 2025	Q4 2026	Ongoing	All officers are expected to implement community policing in their daily operations city wide. All patrol officers have additionally been assigned specific community districts.
4.e	Advance completion of the Public Safety Annex Complex, including pursuing grants to fund needed improvements at Fire Station 37.	City Manager Government Relations and Comm... Public Works	Daniel Porras	PUBLIC SAFETY - POLICING	Q3 2025	Q2 2026	In Progress	Construction of the Public Safety Annex nearing completion. Seeking grants for Station 37 items.
4.f	Work with CalFire to explore the continued programming and utilization of the Medic Squad in perpetuity.	City Manager CalFire Finance	Doria Wilms Geoffrey Buchheim	PUBLIC SAFETY - POLICING	Q3 2025	Q2 2027	Not Started	Exploring funding options toward this goal. Commencing a Fire Study Analysis to determine LOS.
4.g	Increase traffic enforcement along major city corridors, maximizing the use of the Motor Officer in these efforts.	Police Department	Steven Shaw	PUBLIC SAFETY - POLICING	Q1 2025		In Progress	Patrol officers have continued enforcement as time permits to help mitigate the loss of the PD's Motor Officer.
4.h	Maintain a balanced social media presence by sharing major updates along with at least two positive police stories or press releases each week.	Police Department	Steven Shaw	PUBLIC SAFETY - POLICING	Q3 2025	Q2 2027	Ongoing	The department highlights positive interactions, community engagement and alerts and significant arrests. The DHSPD social media outreach has been recognized throughout Riverside county and the state.
5.a	Maintain a dedicated team of Law Enforcement, Code Enforcement, and SWAG to support the unhoused with resources while enforcing a zero-tolerance policy on criminal activity.	Police Department Code Compliance	Steven Shaw Christina Newsom	PUBLIC SAFETY - QUALIT...	Q1 2025	Q2 2027	Ongoing	76% success rate in connecting unhoused members to detox, rehab or mental health services. After the first year of the program 53% remained exited from homelessness. Reduced SWAG contract by \$450K annually.
5.b	Work with property owners to enforce 602 No Trespassing letters and abate encampments on private and public properties per ordinance. Ongoing process.	Police Department Code Compliance	Tyler Messer June Casey	PUBLIC SAFETY - QUALIT...	Q1 2025	Q4 2027	Ongoing	The police department continues working with Code Enforcement to enforce 602 violations. The police department has established a 602 database that has been put in its CAD system utilizing real time data for trespass enforcement.
5.c	Explore ERF funding opportunities with CVAG, Riverside County, and CVCC, ensuring alignment with the City's homelessness service efforts.	City Manager Government Relations and Comm...	Doria Wilms	PUBLIC SAFETY - QUALIT...	Q3 2025	Q3 2025	Complete	Per City Council action, the City will not participate in programming that mandates the Housing First Model.
6.a	Intense education to residents on programs available via Desert	Code Compliance	Shayra Hernandez Tyler Messer	COMMUNITY BEAUTIFICA...	Q1 2025	Q4 2025	Ongoing	Education in The Springs Insider, Code Enforcement Door Hangers

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	Valley Disposal and other partner agencies to abate illegal dumping.	Government Relations and Comm...							and general Social Media has been deployed. Staff is currently filming for a Social Media campaign focused on education and resources.
6.b	Continue to partner with Desert Valley Disposal on illegal dumping program which is instituted now in the DVD Franchise Agreement.	City Manager	Doria Wilms		COMMUNITY BEAUTIFICA...	Q3 2025	Q2 2027	Ongoing	Ongoing collaboration.
6.b.1	Collaborate with DVD to establish a single-family and multi-family fee aimed at addressing illegal dumping during rental turnovers.	City Manager	Christina Newsom		COMMUNITY BEAUTIFICA...	Q3 2026	Q2 2027	Not Started	Initiate conversations in July 2026
6.b.2	Promote awareness of steep illegal dumping fines through signage, billboards, and public outreach on proper disposal options.	City Manager	Shayra Hernandez	Tyler Messer	COMMUNITY BEAUTIFICA...	Q3 2025	Q2 2027	In Progress	Ongoing social media and billboard advertising of illegal dumping fines. The City and JNS Next has been nominated for an Addy Award for the "This is not an art installation" Billboard focused on abatement of dumping.
		Government Relations and Comm...							
6.b.3	Strict enforcement for offenders of illegal dumping.	Code Compliance	Tyler Messer		COMMUNITY BEAUTIFICA...	Q3 2025	Q2 2027	Ongoing	CRT Team conducting focused illegal dumping enforcement.
6.c	Continue Code Enforcement measures in the main corridor of the City to ensure businesses, shopping centers and vacant property owners are abiding by the Municipal Code.	Code Compliance	Tyler Messer		COMMUNITY BEAUTIFICA...	Q3 2025	Q2 2027	Ongoing	CRT issued Shopping Cart Containment Plan violations to all shopping centers and will be coordinating a meeting to discuss the SCCP with all properties.
6.d	Facilitate quarterly meetings with shopping center owners and property managers to establish strong working relationships to progress the city's goals and vision.	Code Compliance	Jocelyn Kane		COMMUNITY BEAUTIFICA...	Q3 2025	Q2 2027	Ongoing	CRT meeting with Shopping Center Property Managers
		Economic Development							
6.e	Institute a Rental Registration Program to abate long standing issues with substandard living conditions of rental properties caused by absentee/irresponsible property owners.	Code Compliance	Christina Newsom	Tyler Messer	COMMUNITY BEAUTIFICA...	Q2 2025	Q3 2026	In Progress	Recruitment in Q3 of Code Officer
7.a	Parks Master Plan – Identify next 4 parks from the Parks Master Plan	Recreation and Community Services	Daniel Porras	Eva Lara	COMMUNITY PARKS	Q3 2025	Q4 2026	In Progress	Scheduling 2x2 MTGS to obtain feedback.
		Public Works							
7.a.1	Secure funding and develop plans for identified parks to ensure shovel ready projects to aggressively pursue grant funding.	Recreation and Community Services	Shayra Hernandez	Daniel Porras	COMMUNITY PARKS	Q3 2025	Q2 2026	In Progress	Evaluating grants to achieve this goal.
		Public Works							
		Government Relations and Comm...							
7.b	Pocket Parks – institute pocket park program in existing LMD's/DAD's	Recreation and Community Services	Daniel Porras	Eva Lara	COMMUNITY PARKS	Q3 2026		Not Started	Anticipated to commence Q3 of 2026
		Public Works							
7.c	Wardman Park – Old Boys and Girls Club – pursue grant funding for batting cages/rehabilitation of the building.	Public Works	Denise Abriel	Daniel Porras	COMMUNITY PARKS	Q3 2025	Q4 2027	In Progress	Evaluating grants to achieve this goal.
		Government Relations and Comm...							
7.c.1	Secure temp screening around fencing to hide drained pool.	Public Works	Denise Abriel		COMMUNITY PARKS	Q3 2025	Q1 2027	In Progress	Program Specialist exploring screening options and obtain quotes.
		Recreation and Community Services							
7.c.2	Install new bleachers at the Little League Field	Public Works	Denise Abriel	James Harbin	COMMUNITY PARKS	Q3 2025	Q2 2026	Complete	New bleachers installed at Wardman Park Springs 2026
		Recreation and Community Services							
8.a	Complete pool repairs at the John Furbie Aquatic Center and install the Splash Pad after the 2025 swim season.	Recreation and Community Services	Daniel Porras	Roberta Cmcic	COMMUNITY SERVICES	Q3 2025	Q2 2026	In Progress	Construction underway. Anticipated completion: May 2026
		Public Works							
8.b	Explore funding mechanisms as a means of transitioning the John Furbie Aquatic Center to year-round swim commencing with the 2026 swim season	Recreation and Community Services	Roberta Cmcic		COMMUNITY SERVICES	Q3 2025	Q4 2027	In Progress	Several meetings held to explore this goal. Tour scheduled for late May following completion of Furbie Pool Repairs.
		Public Works							
		City Manager							
8.c	Expand Veteran services in the City of Desert Hot Springs via a lease agreement with Riverside County Veteran Services to relocate their Coachella Valley offices to the Lozano Center.	Recreation and Community Services	Roberta Cmcic		COMMUNITY SERVICES	Q3 2025	Q4 2025	Complete	Long Term Lease in place with Riverside County Veterans Services for the Lozano Community Center at Tedesco Park.
8.d	Expand youth activities and services at the Health and Wellness Center	Recreation and Community Services	Roberta Cmcic		COMMUNITY SERVICES	Q3 2025	Q2 2027	Ongoing	Consistently expanding activities and curriculum at the Recreation Center.
8.e	Explore funding and provide options to the City Council for the expansion of Senior Center services at the Old Library on the Senior Center campus.	Recreation and Community Services	Roberta Cmcic	Daniel Porras	COMMUNITY SERVICES	Q1 2027	Q4 2027	Not Started	Anticipated to commence Q1 2027
8.e.1	Give notice to entities utilizing space on the Senior Center campus to maximize space on the complex for Senior Services.	Recreation and Community Services	Roberta Cmcic		COMMUNITY SERVICES	Q4 2025	Q2 2026	In Progress	Meeting scheduled with Riverside County Office of Education to discuss this space and ongoing use.
		City Manager							
8.e.2	Create a non-profit to better facilitate funding opportunities for Senior Services, Recreation activities, including Little League and youth sports and the animal sanctuary.	Recreation and Community Services	Roberta Cmcic		COMMUNITY SERVICES	Q3 2025	Q4 2026	In Progress	Working with the City Attorney on the creation of a non-profit.
		City Manager							
		City Attorney							
8.f	Lead focused community outreach to build pride and participation, with an emphasis on humanizing City Hall and connecting with residents.	City Manager	Shayra Hernandez	Jerry Soriano	COMMUNITY SERVICES	Q3 2025	Q4 2027	Ongoing	Ongoing connection with local non-profits and churches. Also connecting via social media and The Springs Insider.
		Government Relations and Comm...							
		Everyone							
8.g	Conduct Education Events, Informational Townhalls and opportunities for engagement to bring City information to the residents.	City Manager	Shayra Hernandez	Jerry Soriano	COMMUNITY SERVICES	Q3 2026	Q4 2026	Not Started	Planning a "Know Your City Event" for fall of 2026.
		Government Relations and Comm...							
8.h	Provide Civics Academy twice a year to the residents of Desert Hot Springs.	City Manager	Emily Haeckler		COMMUNITY SERVICES	Q3 2025	Q2 2027	In Progress	Held in Fall of 2025. Scheduled for Fall of 2026 and Spring 2027.
8.i	Focused efforts to Improve the City's Regional Image	Everyone	Shayra Hernandez		COMMUNITY SERVICES	Q3 2025	Q4 2027	In Progress	Initiated The Springs Insider and constant social media presence. Council and Staff engagement at regional events.
8.i.1	Establish better relationships with regional partners and media.	Everyone	Shayra Hernandez		COMMUNITY SERVICES	Q3 2025	Q4 2027	In Progress	Constant contact with media and engagement at regional partner meetings.
8.i.2	Increase staff participation and engagement regionally	Everyone	Doria Wilms		COMMUNITY SERVICES	Q3 2025	Q2 2027	Ongoing	Constant contact with media and engagement at regional partner meetings.
8.i.3	Ensure the City is proactively telling "its story" rather than allowing the City to be defined by outdated stigma and history.	Everyone	Shayra Hernandez		COMMUNITY SERVICES	Q3 2025	Q4 2027	In Progress	Initiated The Springs Insider and constant social media presence.

9.a	Maintain adequate staffing levels of Animal Control Officers and Kennel Technicians.	Human Resources Animal Care and Control	Christina Newsom	ANIMAL CARE AND CON...	Q3 2025	Q4 2025	Complete	Animal Care and Control reorganized and fully staffed.
9.b	Hire an Administrative Assistant for Animal Care and Control	Human Resources Animal Care and Control	Christina Newsom	ANIMAL CARE AND CON...	Q3 2025	Q2 2025	Complete	Full Time Administrative Assistant Hired
9.c	Conduct trainings at all staff levels, including management, to improve customer service to the residents and partners of the City of Desert Hot Springs.	Animal Care and Control	Christina Newsom	ANIMAL CARE AND CON...	Q3 2025	Q2 2027	Ongoing	Ongoing customer service training and policy training to provide best practices.
9.d	Create and incorporate an aggressive adoption program to improve capacity and quality of life for the animals in the care of animal care and control.	Animal Care and Control	Christina Newsom	ANIMAL CARE AND CON...	Q3 2025	Q4 2025	Complete	Hired Contract Adoption Coordinator
9.e	Build out a strong volunteer program and empower them to assist with dog walking, socialization and general care of the animals at Animal Care and Control.	Animal Care and Control	Christina Newsom	ANIMAL CARE AND CON...	Q3 2025	Q2 2027	Ongoing	Updated Code of Conduct and Volunteer Policy. Ongoing process to continue to build volunteer program that aligns with City policy and goals.
9.f	Explore strategic partnership with Greater Palm Springs Animal Allies for the Animal Sanctuary, similar to the Animal Hospital.	City Manager	Doria Wilms	ANIMAL CARE AND CON...	Q3 2025	Q4 2026	Ongoing	Animal Clinic operational. Exploring continued partnership for Indian location.
9.g	Provide intense and comprehensive education and information to the residents via social media.	Government Relations and Comm...	Shayra Hernandez	ANIMAL CARE AND CON...	Q3 2025	Q4 2027	In Progress	Initiated The Springs Insider and constant social media presence via Animal Control dedicated accounts.
9.h	Facilitate partnerships with regional organizations to facilitate affordable immunization and spay and neuter clinics for the residents of Desert Hot Springs.	Animal Care and Control City Manager	Christina Newsom	ANIMAL CARE AND CON...	Q3 2025	Q2 2027	In Progress	Ongoing collaboration with key partners to effectuate this goal.
10.a	Develop a more comprehensive street repaving program, focusing on most severe streets.	Public Works	Daniel Porras	STREET/ROAD INFRASTRU...	Q3 2025	Q4 2026	In Progress	DRAFT Pavement Management Plan Complete - Making adjustments to budget to be ready for presentation to Council
10.b	Prioritize routine repairs of potholes in a proactive manner.	Public Works	Daniel Porras	STREET/ROAD INFRASTRU...	Q3 2025	Q2 2027	In Progress	Staff has been directed to prioritize pothole repairs. Ongoing
10.c	Indian/Little Morongo-20th Avenue Road Infrastructure	Public Works Community Development City Manager	Daniel Porras	STREET/ROAD INFRASTRU...	Q3 2025	Q4 2026	In Progress	Met with EDA and Staff on possible funding sources through EDA Disaster Grant for Accessibility
10.c.1	Plan for alternate paths of ingress/egress around the industrial area.	Public Works Community Development City Manager	Daniel Porras	STREET/ROAD INFRASTRU...	Q3 2026	Q2 2027	In Progress	Staff working to initiate a Circulation Study of the Industrial Zone to effectuate this goal.
10.c.2	Explore funding mechanisms including EIFD's, Bonds and Grants to plan for and execute infrastructure improvements that will be necessary to keep pace with the anticipated growth of the Indian/Little Morongo-20th Ave industrial zone.	Public Works Community Development City Manager	Daniel Porras	STREET/ROAD INFRASTRU...	Q3 2026	Q3 2026	In Progress	Awarded Contract for Sewer Study Estimated completion of study - Summer 2027
10.d	Plan for alternate freeway access at Little Morongo, via the submittal of an application for a new on-ramp at Little Morongo and the 1-10.	Public Works Community Development City Manager	Daniel Porras Travis Clark	STREET/ROAD INFRASTRU...	Q3 2025	Q1 2027	In Progress	City Manager and Deputy City Manager met with CalTrans in February 2026 to discuss process.
10.e	Continue to collaborate with Caltrans on the Stop Light at HWY 62 and Pierson to ensure project stays on track and is completed as planned and promised by CalTrans.	Engineering	Daniel Porras	STREET/ROAD INFRASTRU...	Q3 2025	Q2 2027	In Progress	Construction Start - Estimated Spring 2027 Construction End - Estimated Spring 2028
10.f	Prioritize funding to install the Stop Light at Palm Drive and Park Lane.	Finance Public Works	Daniel Porras Geoffrey Buchheim	STREET/ROAD INFRASTRU...			In Progress	3 Million Community Project Request via Congressional Earmark Submitted by Congressman Ruiz, pending final Appropriation designation in the Federal Budget.
10.g	Plan for creative alternative paths of travel to relieve traffic on Palm Drive and Indian Canyon. (Example: Explore funding mechanism to pave Little Morongo to Varner/20th/Freeway)	Public Works	Daniel Porras Travis Clark	STREET/ROAD INFRASTRU...	Q3 2026	Q1 2027	In Progress	Initiating Circulation Study Q3 2026
11.a	Explore the potential and feasibility of adjusting some City Hall operations to a Monday through Friday public schedule, with a continued commitment to supporting the 4/10 work schedule for staff.	City Manager	Doria Wilms	FINANCIAL & OPERATIONS	Q3 2025	Q2 2027	Ongoing	Evaluating staffing needs and operational efficiency of implementing staggered staffing to effectuate this action item.
11.b	Ensure staff is providing "exceptionally high levels of customer service" in all interactions, embodying the "we don't operate government as usual" culture the city has become synonymous with.	Everyone	Doria Wilms	FINANCIAL & OPERATIONS	Q3 2025	Q2 2027	Ongoing	Expectation built into daily operations, including Performance Evaluation process.
11.c	Facilitate biennial Strategic Planning Sessions with the community, City Council and Staff.	City Manager	Doria Wilms	FINANCIAL & OPERATIONS	Q1 2027	Q2 2027	Not Started	Strategic Planning Session - January 2027
11.d	Add a "Strategic Plan Integration" section to each Agenda item to track all Council Actions and how they align with the Strategic Plan.	City Clerk	Jerry Soriano	FINANCIAL & OPERATIONS	Q3 2025	Q3 2025	Complete	Completed
11.e	Institute internal Employee Performance evaluations to align with measurable goals and benchmarks based on Strategic Planning goals and priorities.	Human Resources	Bonnie Bilger	FINANCIAL & OPERATIONS	Q3 2026	Q2 2026	Complete	Updated Performance Evaluation Process
11.f	Update the City's internal Procurement Process and continue instituting best practices.	Finance	Geoffrey Buchheim	FINANCIAL & OPERATIONS	Q3 2025	Q3 2026	In Progress	Updated Purchasing and UPCCA Ordinances being presented to City Council - April 2026
11.g	Explore Planet Bid (or something similar) for all RFP/RFQ listings to ensure listings are spread far and wide resulting in a more competitive bidding process for all City projects.		Geoffrey Buchheim Jerry Soriano	FINANCIAL & OPERATIONS	Q3 2025	Q2 2027	In Progress	Obtained Demo of Planet Bid. Exploring other options.
11.h	Establish an employee recognition program quarterly, with the winner of the annual Rotary Big Heart Award being selected from the pool of "Employee of the Quarter" recipients.	Human Resources	Bonnie Bilger	FINANCIAL & OPERATIONS	Q3 2025	Q3 2025	Complete	Established Employee of the Quarter Program
11.i	Re-Establish and refresh the City's L.E.A.D Program to promote an internal collaborative culture that spans across departments and discourages departmental silos.	Human Resources	Bonnie Bilger	FINANCIAL & OPERATIONS	Q3 2026	Q4 2026	Not Started	Commence Q3 2026
11.j	Review and update Compensation and Benefits Profile document for Non-Represented Employees and Department Heads.	Human Resources	Bonnie Bilger	FINANCIAL & OPERATIONS	Q3 2025	Q1 2026	Complete	Completed
...	Ensure city-wide and department specific mandated safety training							

11.k	programs are followed and expanded upon to ensure staff safety and to mitigate risks.	Human Resources	Bonnie Bilger	FINANCIAL & OPERATIONS	Q3 2025	Q2 2027	Ongoing	Ongoing
11.l	Continue 10-year Financial Forecasting with updates to the City Council.	Finance	Geoffrey Buchheim	FINANCIAL & OPERATIONS	Q3 2025	Q2 2027	Ongoing	Ongoing
11.m	Conduct finance policy reviews and update every 5 years	Finance	Geoffrey Buchheim	FINANCIAL & OPERATIONS	Q1 2027	Q2 2027	Not Started	Commence Q1 2027
11.n	Work toward applying for the Audited Financial Reporting Award through GFOA.	Finance	Geoffrey Buchheim	FINANCIAL & OPERATIONS	Q3 2025	Q2 2027	In Progress	In Process. City awarded Budgeting Recognition via GFOA
11.o	Create an Unfunded Liability policy and establish a plan to fund the unfunded pension trust account via PARS commencing in the FY 27 budget cycle.	Finance	Geoffrey Buchheim	FINANCIAL & OPERATIONS	Q3 2025	Q2 2027	Ongoing	In Process
11.p	Currently, the city can fund two months of operational expenses via emergency reserve fund balance. Create a policy to fund two months' worth of operational expenses via the unassigned fund balance as per GFOA recommendations.	Finance	Geoffrey Buchheim	FINANCIAL & OPERATIONS	Q3 2025	Q2 2027	Ongoing	In Process