



**Coachella Valley
Public Cemetery District**

Cemetery Master Plan

LEES
+
ASSOCIATES



**COACHELLA VALLEY
PUBLIC CEMETERY DISTRICT**

Status: Final Report
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ACKNOWLEDGMENTS

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Executive Summary

Project Introduction

The Coachella Valley Public Cemetery District (the District) has served the Coachella Valley for nearly a century. Recognizing the need for long-term planning, the District engaged LEES+Associates to develop a Cemetery Master Plan to ensure sufficient burial inventory, financial sustainability, and efficient operations.

This 10-year strategic plan provides a framework to:

- Expand and optimize cemetery interment and memorialization options,
- Strengthen financial sustainability, including the Endowment Care Fund (ECF),
- Improve records management and operational efficiency,
- Enhance public engagement and service delivery, and
- Upgrade infrastructure, accessibility, and cemetery expansion planning.

Key Findings

Cemetery Market and Demand

- The District serves a growing population of 261,000 residents, projected to increase by 16% to 302,500 by 2033.
- Cemetery demand is rising, with 29,700 projected deaths in the next decade due to Baby Boomer aging trends.
- Casket burial remains prevalent (66% of local burials occur at the cemetery), but cremation continues to grow.
- Developed full casket lots will be sold out within 2–3 years, requiring new land development.

Operations and Administration

- The District maintains efficient staffing levels (11 full-time, 1 part-time employee) with outsourced landscape and security services.
- Records management improvements are needed to integrate CemSites and MaintainX and accurately track veteran interments.
- Community engagement and funeral home compliance are improving but require ongoing oversight.
- Infrastructure challenges include inadequate office space, restroom facilities, and parking, particularly during high-traffic events like Día de los Muertos.

Financial Plan

- The District has maintained positive net income, averaging \$690,000 annually (2019–2023).
- 60% of operating costs are covered by sales revenue, with additional support from non-operating funds such as property tax allocations.
- The Endowment Care Fund (ECF), valued at \$7.8 million, currently covers only 20% of annual care and maintenance costs. Without strategic growth, the ECF will not sustain perpetual care.
- The District is expected to break even until 2031; beyond this, financial adjustments or increased non-operating revenue will be required.

Recommendations

Cemetery Expansion 10-Year Conceptual Plan

This master plan presents a recommended design for the cemetery's expansion:

10-Year Conceptual Plan (\$12.3M)

- Retains all 20 acres for cemetery expansion.
- Adds 17-19 years of casket lot sales capacity through phased burial development.
- Develops a new administrative complex, relocating offices and visitor services.
- Expands columbaria and cremation gardens and enhances irrigation and landscaping.
- New visitor facilities, ADA-compliant parking, and improved wayfinding.
- Expanded irrigation and landscaping to enhance the cemetery's appearance and functionality.

Financial Sustainability

- Enhance ECF Growth:
 - Increase contributions from inventory sales.
 - Retain more investment income to compound fund growth.
 - Explore alternative investment strategies for higher returns.
- Optimize Revenue:
 - Adjust pricing structures to align with market rates.
 - Expand pre-need sales once new inventory is developed.
 - Improve financial reporting transparency for better planning.
- Manage Costs:
 - Implement an annual fee adjustment process based on documented cost increases to ensure fees remain aligned with the actual cost of service delivery while maintaining financial sustainability.
 - Review outsourcing opportunities for additional operational savings.
 - Conduct a detailed cost analysis to improve efficiency.

Operational Efficiencies

- Streamline records management, integrate digital tools, and improve staff training.
- Strengthen funeral home coordination through engagement and compliance oversight.
- Enhance security, accessibility, and maintenance practices to better serve the community.

Conclusion

The Coachella Valley Public Cemetery District Year Cemetery Master Plan provides a structured roadmap for the District, ensuring sustainable growth, financial stability, and enhanced community service. By implementing the recommendations outlined in this plan, the District will remain a well-managed and financially sustainable cemetery, serving future generations with dignity and care.

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Chapter 1: Introduction



The Coachella Valley Public Cemetery District (the District) has served the burial needs of the region for nearly a century. Established on August 8, 1927, under Section 8890 of the California Health and Safety Code, the District encompasses approximately 3,450 square miles in Riverside County. Over the years, the District has performed over 22,000 interments and installed over 15,000 grave markers. With 60 acres of cemetery property, 29 of which are developed for interments, the District is expected to meet community needs through 2070.

The District was created to provide cemetery services not otherwise covered by municipal or county governance. It is one of over 265 public cemetery districts in California, partly funded by property taxes. The District is overseen by a five-member Board of Trustees appointed by the Riverside County Board of Supervisors for four-year terms. The Board conducts regular monthly meetings to oversee operations and strategic planning.



Figure 1: The Coachella Valley Public Cemetery is located on the southwest corner of 52nd Avenue and Jackson Street in Coachella, California. Source: Google Earth.

PURPOSE OF THE MASTER PLAN

As the Coachella Valley grows, the District recognized the need for a long-term plan to ensure the cemetery remains a well-maintained, accessible, and sustainable resource for the community. This ten-year Cemetery Master Plan is a strategic roadmap, guiding decisions on land planning, cemetery development, service offerings, and partnerships. It reflects input from District staff, vendors, partners, and the broader community.

With over 200,000 residents in its service area, which includes the cities of Coachella, Indio, La Quinta, Indian Wells, Palm Desert, parts of Rancho Mirage, and unincorporated Riverside County, the District is committed to planning for the future while honoring its mission: to provide an attractive, safe, and serene environment for families and staff in the most cost-effective manner possible.

This Master Plan ensures that the District remains prepared to meet the evolving interment needs of the community while preserving the dignity and historical significance of the cemetery.

PROJECT SCOPE

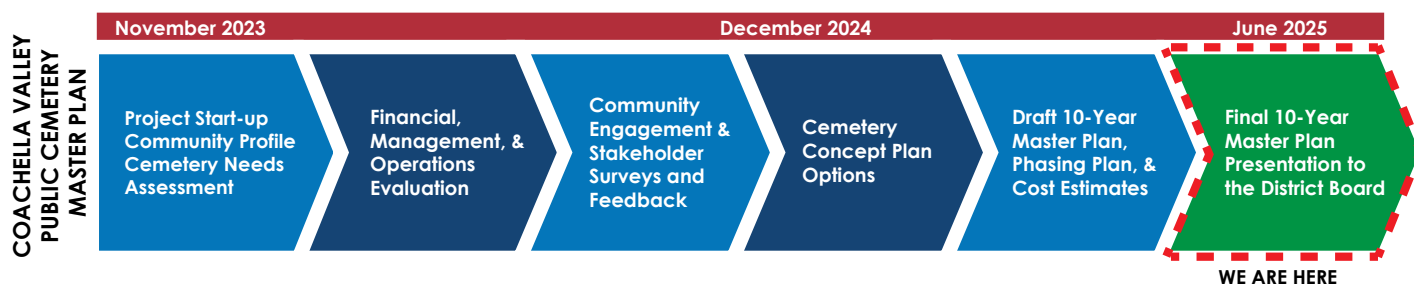
The Coachella Valley Public Cemetery District's Master Plan provides a roadmap for the cemetery's development and operations. It focuses on:

- **Evaluating Past and Future Needs:** The plan assesses past development, interment trends, and community growth to ensure the cemetery meets current and future needs.
- **Financial Planning:** A review of the District's financials aligns future development with available funding. It explores financing options such as self-funding, loans, and grants.
- **Community Engagement:** Stakeholder and public input play a key role. The plan includes surveys, outreach efforts, public meetings, and opportunities for public comment.
- **Detailed Planning and Documentation:** The plan includes maps, renderings, and written recommendations. A draft report is shared for feedback before final approval by the Board of Trustees.
- **Implementation and Long-Term Vision:** The plan outlines the next steps for improvements while considering long-term needs and future challenges.

PROJECT GOALS

This project goal is to give the District Board of Trustees and Cemetery Management Team a clear, actionable Cemetery Master Plan for the next 10 years and beyond. The plan ensures the cemetery has enough space and the right mix of burial and memorial options to serve the community. It focuses on making the best use of existing resources, keeping costs manageable, and securing long-term financial stability. The final report will guide decision-makers in carrying out recommendations in order of priority, aligning with the District's 10-year capital budget.

PLANNING PROCESS



The planning process started with defining the community profile and assessing future interment needs. The team evaluated existing cemetery assets and reviewed financial, management, and operational factors to identify areas for improvement. Stakeholder and community engagement provided valuable input along the way.

Conceptual options, a phased implementation diagram, and high-level cost estimates for budget planning were included. As the project moved forward, a draft of the master plan was prepared for a public meeting to gather feedback. The final report will incorporate this input before being presented to the District Board of Trustees.

Chapter 2: Cemetery Market Assessment



This chapter examines the Coachella Valley Public Cemetery’s market area, which falls within the boundaries of the Coachella Valley Public Cemetery District. The Cemetery primarily serves residents from the district and occasionally non-residents, typically within a one-hour drive surrounding the district.¹ This chapter defines the market area and reviews its demographic profile, projected population growth, mortality rates, and religious and ethnic diversity.

The trends evaluated through this demand-needs analysis are the main drivers influencing the need for additional cemetery capacity and the range of interment and memorialization options over the next ten years and beyond.

KEY FINDINGS - CEMETERY MARKET ASSESSMENT

The following section is a summary of the key findings from this cemetery market assessment:

Historical Demand - Current Market Profile

- The market area has a current population of 261,232 residents.
- From 2019 to 2023, the population increased by an average of 1.2% per year.
- From 2019 to 2023, the death rate averaged 10.4 deaths per 1,000 residents.
- From 2019 to 2023, the market area recorded 13,135 deaths, averaging 2,627 annually. This included:
 - 3,416 casket burials, averaging 683 per year;
 - 9,355 cremations, averaging 1,871 per year; and
 - 364 other dispositions, averaging 73 per year.

Projected Demand - Future Market Profile

- The market area population will grow by 16% to 302,500 residents by 2033.
- Due to the passing of the Baby Boomer generation, it is anticipated that the death rate will increase to 10.6 deaths per 1,000 residents by 2033.
- Over the next ten years, the market area will have approximately 29,700 deaths, averaging 2,970 per year, including:
 - 6,150 casket burials, averaging 615 per year;
 - 22,700 cremations, averaging 2,270 per year; and
 - 850 other dispositions, averaging 85 per year.

¹ LEES’ surveys of community members during cemetery plans over the past 10 years find that families are willing to travel up to 1 hour to a cemetery site that meets their bereavement services needs and to visit loved ones buried there.

Historical Interments and Inventory Sales

- From 2019 to 2023, the Cemetery interred 66% of District residents who chose casket burial and 8% who chose cremation.
- From 2019 to 2023, 95% of casket burials were for District residents, and 5% of casket burials were for non-residents.
- Interments – From 2019 to 2023, the Cemetery provided:
 - 2,183 casket burials in casket lots², averaging 437 per year;
 - 221 cremated remains burials in casket lots, averaging 44 per year;
 - 253 cremated remains burials in cremation lots³, averaging 51 per year; and
 - 283 columbaria niche inurnments, averaging 57 per year.
- Inventory Sales – From 2019 to 2023, the Cemetery sold to community members:
 - 2,855 casket lots, averaging 571 per year;
 - 329 cremation lots, averaging 66 per year; and
 - 359 cremation niches, averaging 72 per year.

Projected Interments and Inventory Sales

- Interments – Over the next ten years, the Cemetery is projected to provide:
 - 3,900 casket lot burials in casket lots, averaging 390 per year;
 - 550 cremated remains interments in casket lots, averaging 55 per year;
 - 600 cremated remains interments in cremation lots, averaging 60 per year; and
 - 700 columbaria niche inurnments, averaging 70 per year.
- Inventory Sales – Over the next ten years, the Cemetery is projected to sell:
 - 5,100 casket lots, averaging 510 per year;
 - 800 cremation lots, averaging 80 per year; and
 - 900 columbaria niches, averaging 90 per year.

Estimated Remaining Capacity

If the historical numbers of sales continue:

- Developed casket lots – full lots are expected to be sold out in 2–3 years.
- Planned casket lots – full lots are expected to provide an additional 1–2 years.
- Casket lots (child) – half lots are expected to be sold out in 50–55 years.
- Cremation lots – quarter lots are expected to be sold out in 13–15 years.
- Columbaria niches are expected to be sold out in 4–5 years.

The District will need to develop an additional 6 acres of land to meet the expected sales demand over the next ten years. It must also add 470 columbaria niches within the next five years.

The Cemetery currently has approximately 20 acres of developable expansion land, which are expected to accommodate 17–19 years of additional inventory sales.

2 Casket Lots = Full Lots or ½ Lots

3 Cremation Lots = ¼ Lots

MARKET AREA DEMAND - DEMOGRAPHICS AND COMMUNITY PREFERENCES

Geographic Area and Communities Served

The map below identifies the market area's geographic boundaries and the communities historically served by the Coachella Valley Public Cemetery.



Figure 2: The District's Market Area Map, Source: LEES+Associates.

The Cemetery's market area encompasses urban centers with more than 50,000 residents, such as Coachella, Indio, La Quinta, and Palm Desert. Most of those served by the Coachella Valley Public Cemetery have historically been residents of these four cities. It also serves several smaller communities in the District, with populations of under 10,000 residents.

LEES+Associates sourced demographic and vital statistics data from various sources, including publicly available National and State government records and independent third-party demographic research organizations for this market area. This dataset comprised the most complete information on the population, mortality rates, cremation and casket burial statistics for residents residing within the market area.

The distance from a cemetery and its location influence where individuals choose to inter or be interred. Personal preferences shape their choices for disposition, interment, and the place of interment. These preferences arise from personal values, family traditions, and financial considerations. The next section of this plan explores how community members' religious and ethnic affiliations and traditional and cultural practices significantly shape their end-of-life decisions.

The map below highlights the primary communities that the Cemetery has historically served within the market area.



Figure 3: Map of the Primary Communities Served in the Market Area, Source: LEES+Associates.

Religious, Ethnic, and Racial Distribution

Understanding the religious, ethnic, and racial profile of the market area's residents is important for assessing the local demand for various interment and memorialization options.

The market area is home to diverse religious communities, with Christianity being the most predominant. Among Christians, Protestants and Catholics are the most numerous with a notable Latter-day Saints population.

Additionally, according to the Jewish Federation of the Desert, based in Palm Springs, the Coachella Valley is also home to one of California's largest Jewish communities, estimated at 35,000.⁴

The Claritas ethnic and racial distribution study⁵ found that the resident distribution was 44.7% Non-Hispanic White, 49.9% Hispanic, 1.8% Black/African American, 2.1% Asian/Pacific Islander, 0.4% American Indian / Inuit, 0.1% from other races, and 1.1% from two or more races.

Hispanic Americans are long established in Palm Springs and have constituted the majority of the populations of Indio and Coachella for many decades. According to the United States Hispanic Chamber of Commerce, half (50–60 percent) of residents are Latino.⁶

According to the Southern California National Congress of American Indians, less than 5 percent of the area's residents are Native Americans.

Traditionally, Catholics prefer in-ground casket burial when someone passes away. Since Vatican II in 1962,⁷ the Catholic Church has allowed cremation, provided the cremated remains are kept together and not scattered. Catholics often choose interment in a cemetery due to Church-mandated funeral and burial customs.⁸ Other branches of Christianity, including certain Protestant and Orthodox groups such as Greek and Serbian Christians, as well as Eastern and Asian Orthodox Churches, generally oppose cremation.

Additionally, the Jewish faith traditionally discourages cremation, and Reform and Conservative Jewish authorities also disapprove of the practice. However, the cremation rate within the Jewish community is increasing worldwide.⁹

4 Jewish Federation of the Desert
<https://web.archive.org/web/20171222050737/http://www.jfedps.com/>

5 Claritas Study 2004
https://web.archive.org/web/20060520194525/http://cvep.com/race_composition.shtml

6 USHCC – United States Hispanic Chamber of Commerce Archived 2012-10-17
<https://web.archive.org/web/20121017081404/https://www.ushcc.com/index.cfm>

7 Changing Catholic Attitudes about Cremation,
<http://www.catholicworldreport.com/2012/11/03/changing-catholic-atti-des-about-cremation/>

8 Vatican issues new rules on Catholic cremation- Remains cannot be scattered, divided, or kept at home
<http://www.cbc.ca/news/world/vatican-catholic-cremation-1.3820336>

9 Cremation Becoming Increasingly Popular Among Jews, Funeral Professionals Say
<http://www.haaretz.com/jewish/news/cremation-becoming-increasingly-popular-among-jews-funeral-professionals-say-1.447873>

Market Area Population and Deaths

The following table summarizes the market area's historical and projected population numbers and annual growth rate by each community served.

Community Served	Population 2019	Population 2023	Average Growth 2019 - 2023	Population 2033	Average Growth 2024 - 2033
Indio	87,957	92,808	1.4%	107,360	1.5%
Palm Desert	50,549	52,297	0.9%	53,722	0.3%
Coachella	41,912	43,582	1.0%	47,291	0.8%
La Quinta	37,420	39,257	1.2%	42,577	0.8%
Small Communities ¹⁰	31,703	33,288	1.5%	51,599	4.5% ¹¹
Total Market Area	249,541	261,232	1.2%	302,549	1.5%

Table 1: Historical and Projected Population Growth, Source: US Census Bureau, California Department of Finance, Data USA + World Population Review.

The following table summarizes the market area's historical and projected deaths and death rates by each community served.

Community Served	Annual Deaths 2019	Annual Deaths 2023	Average ¹² Death Rate 2019 - 2023	Deaths 2033	Death Rate 2033	Total Deaths 2024 - 2033
Indio	583	639	7.8	873	8.1	8,047
Palm Desert	841	970	19.8	1,105	20.6	10,633
Coachella	159	211	4.8	236	5.0	2,226
La Quinta	350	367	10.1	449	10.5	4,221
Small Communities	281	319	10.4	548	10.6	4,529
Total Market Area	2,214	2,506	10.4	3,211	10.6	29,655

Table 2: Historical and Projected Deaths and Death Rates, Source: California Department of Public Health + California Health and Human Services.

¹⁰ Small Communities in the market area include Indian Wells, Bermuda Dunes, Desert Center, Indio Hills, Mecca, North Shore, Oasis, Thermal, Vista Santa Rosa, and Other Unincorporated/Tribal communities.

¹¹ There was an exceptional drop in the population of Coachella Valley's Small Communities between 2019 and 2021 and very high growth in 2022 and 2023. Demographic projections at World Population Review predict that the market area's small community growth will remain high.

¹² Average Death Rate = Average Number of Deaths per Year per 1000 people in a community.

Baby Boomer Effect on the Cemetery

The Baby Boom generation, born between 1946 and 1964, is reaching its life expectancy. As a result, the average death rate will rise, increasing the demand for cemetery services.

The aging population in the market area is expected to drive increased demand for cemetery and funeral-related goods and services. This trend is projected to begin in 2026, when the oldest Baby Boomers reach age 80, and continue until 2045, when the youngest members of this cohort turn 80.

As a retirement haven in the State, many of Coachella Valley's residents are 65 or older. Coachella Valley has some of the densest concentrations of senior citizens in California, with three of its cities having the highest percentages of residents aged 65 and older: Indian Wells, Rancho Mirage, and Palm Desert.

The anticipated passing of the Baby Boomers is expected to increase the market area's death rate, rising from 9.6 deaths per 1,000 residents in 2023 to 10.6 deaths per 1,000 residents by 2033.

Due to the anticipated population growth and increased death rate, over the next 10 years, the District is projected to:

- Increase its population by 16% from 261,232 in 2023 to 302,500 in 2033;
- Raise its annual deaths from 2,506 in 2023 to 3,211 in 2033; and
- Experience 29,700 deaths, averaging 2,970 annually between 2024 and 2033.

Disposition Trends

Disposition describes how human remains are handled after death. The most common forms of disposition in North America are in-ground casket burial and cremation. Other dispositions may include medical donations and green burials.

Over the next 10 years (2024–2033), the District is projected to have approximately:

- 6,150 casket burials, averaging 615 per year;
- 22,700 cremations, averaging 2,270 per year; and
- 850 other dispositions, averaging 85 per year.

National & State Cremation Rate

Cremation is increasingly becoming the preferred form of disposition for most Americans. What individuals and families then choose to do with cremated remains varies greatly.

Cremated remains are usually contained in an urn for future interment in an in-ground lot, placed within an above-ground columbaria niche, or scattered.

The following map illustrates the preference for cremation in the United States as of 2023.

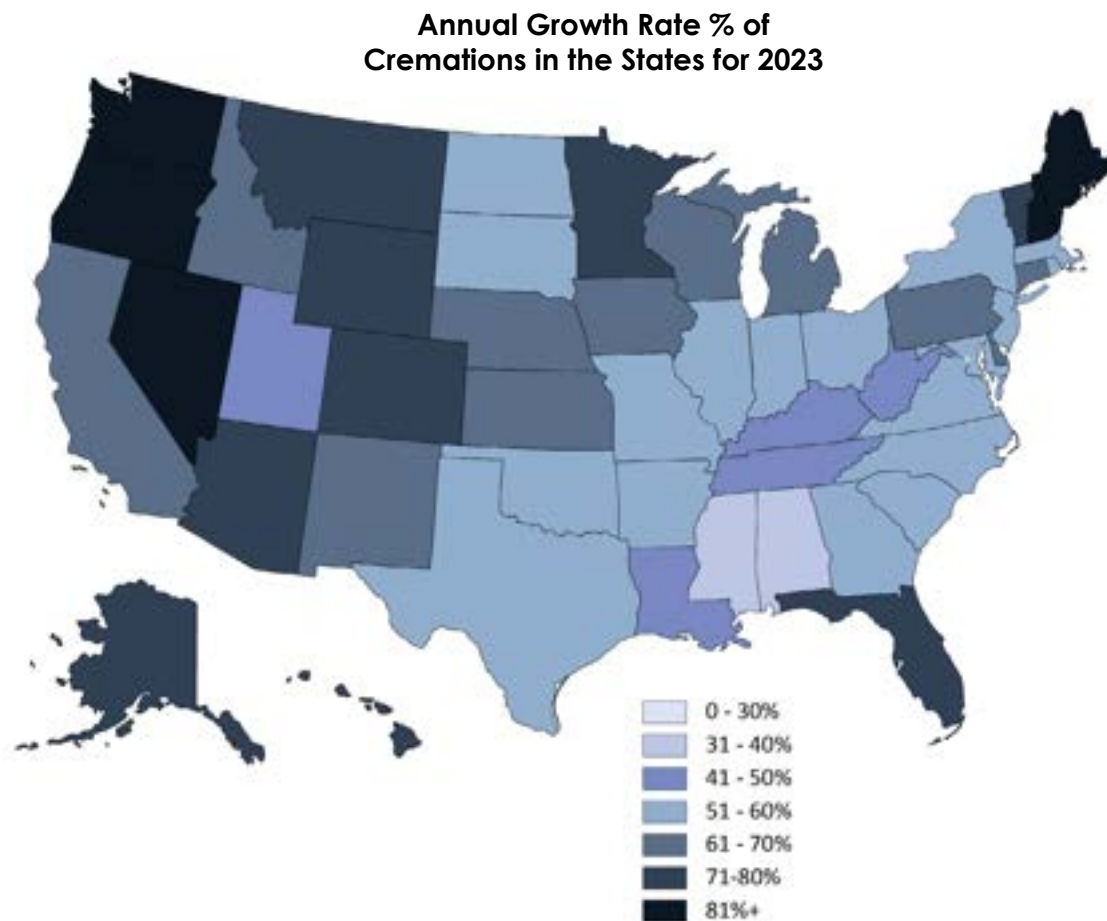


Figure 4: 2023 American Cremation Rates as a Percentage of Deaths, Source: Cremation Association of North America.

California's cremation rate increased from 65.1% in 2019 to 68.2% in 2023.

The cremation rate is expected to continue to rise across the country and in all states. In California, the cremation rate is expected to increase by an average of 0.7% annually for the next five years.

District Cremation Rate

The market area's average cremation rate is currently 73.3%, higher than the State of California's current total average cremation rate. However, the City of Coachella's local cremation rate is significantly below average compared to its surrounding communities.

The following table summarizes the market area's historical and projected number of cremations and cremation rates by each community served.

Community Served	Cremations 2023	Cremation Rate 2023	Cremations 2033	Cremation Rate 2033	Cremations 2024 - 2033
Indio	444	69.5%	655	75.0%	5,831
Palm Desert	781	80.5%	960	86.9%	8,923
Coachella	79	37.4%	96	40.4%	869
La Quinta	299	81.5%	395	87.9%	3,585
Small Communities	234	73.3%	413	79.0%	3,470
Total District	1,837	73.3%	2,538	79.0%	22,678

Table 3: Historical and Projected Cremations and Cremation Rates, Source: California Department of Public Health, California Health and Human Services, and the Cremation Association of North America.

Projected Market Area Demand

The following graph summarizes the projected cemetery market analysis findings and shows the trends that will influence the Cemetery's market over the next 10 years. In this graph, the population data align with the left vertical axis, and death, cremation, and casket burial data align with the right vertical axis.

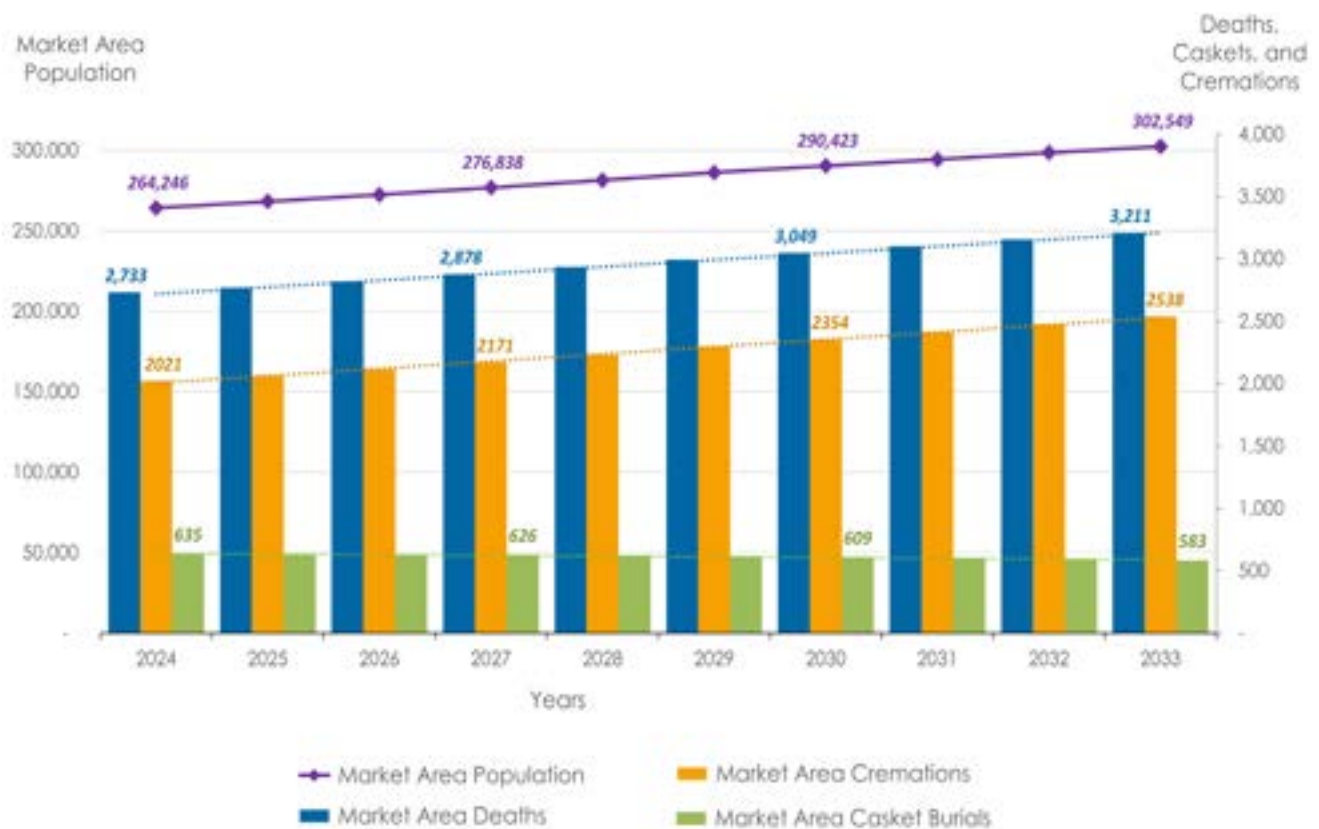


Figure 5: Projected Cemetery Market Area Demand: Population, Deaths, Cremations, and Casket Burials (2024 - 2033), Source: LEES+Associates.

This graph provides an overview of the total demand in the market area served by the Cemetery. With the projected population growth and rising death rate, the region-wide demand for cemetery services and land is expected to grow steadily.

The following section examines the share of the total market demand that the Cemetery has historically met and identifies how many requests for cemetery services and inventory sales can be expected over the next 10 years.

CEMETERY DEMAND - INTERMENTS AND SALES

Historical Interments and Sales

The following graph summarizes the market area's historical disposition and cemetery activity measures from 2019 to 2023. In this graph, the market area cremation and casket burial data align with the left vertical axis. The Cemetery's interments and sales data align with the right vertical axis.

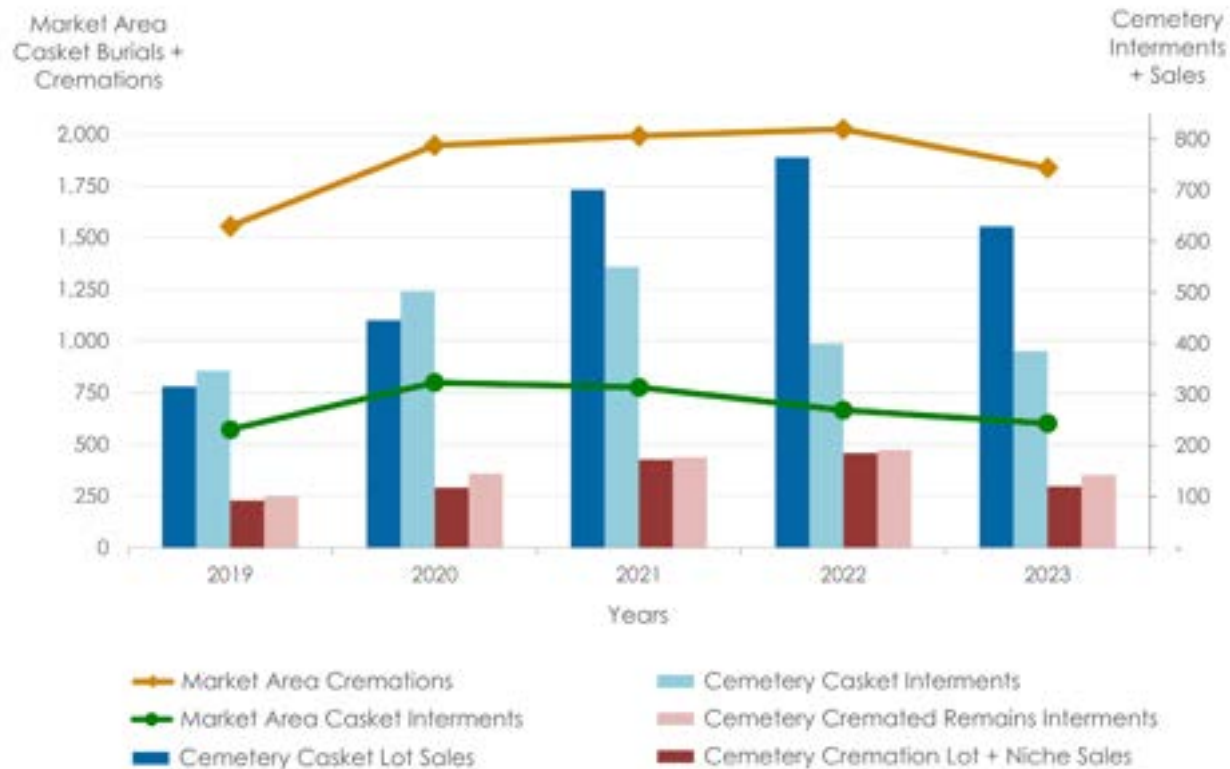


Figure 6: Historical Sales and Interments at the Cemetery, Source: Coachella Valley Public Cemetery Records.

The following section outlines the analysis and findings for each variable included in this historical cemetery sales and service summary.

Cemetery Market Capture Rate

Market capture is the proportion of casket burials and cremations within a market area that are interred by a cemetery over a defined period. Market research by LEES+Associates over the past two decades finds that most municipal cemeteries serve a market area consisting of one community and its surrounding rural area. These cemeteries typically provide service for 80%-90% of those who choose casket burial and 10%-20% of those who choose cremation.

These service rates decline in large urban centers, where communities have multiple service providers within their market area. A cemetery in this type of market typically provides services for 15%-35% of those choosing casket burial and 1%-10% of those choosing cremation in their community.

In comparison, the Coachella Valley Public Cemetery has provided service to 66% of residents choosing casket burial and 8% of those choosing cremation in their market area.

Its casket burial capture rate is significantly higher than what LEES+Associates would expect for a cemetery serving multiple large, densely populated communities and the Cemetery's cremation capture rate aligns with the market average.

Most cremated remains in North America are not interred in cemeteries. Many families choose to scatter a family member's cremated remains in unregulated areas such as public parks, private property, lakes, rivers, and other outdoor places of personal meaning. Some cremated remains are kept at home.

Several factors influence the proportion of residents who choose to be buried at a particular cemetery, including the following:

- Attractiveness of the cemetery site
- Diversity of the product and service options
- Frequency of the cemetery operator's community engagement
- Proximity to residential areas and residents
- Level of universal accessibility
- Ability to meet religious/ethnic burial practices and traditions
- Pricing

Interment to Sales Ratio

The number of annual sales is also an important measure of demand, as it can be used to estimate the number of years of capacity remaining before more cemetery land is needed.

Analysis of interment and sales data found that from 2019 to 2023, the Cemetery:

- Sold 4 caskets lots for every 3 caskets interred;
- Sold 7 cremation lots for every 5 urns interred; and
- Sold 4 columbaria niches for every 3 inurnments that took place.

Strong community demand exists for pre-purchasing cemetery lots and niche inventory. The district needs to develop new casket lot inventory in the short term to continue accommodating the current rate of advanced sales.

Projected Interments and Sales

This section of the report provides projections for the amount of each type of inventory that will be sold and the number of casket burials, cremation burials, and cremation niche interments expected to take place over the next ten years. These projections assume that historical disposition and service trends, market capture rates and sales to interment relationships will remain the same over the next ten years.

The following graph summarizes the inventory sales, in-ground lot burials, crypt, and niche interments expected over the ten years. The market area cremation and casket burial data align with the left vertical axis, and the cemeteries' interments and sales data align with the right vertical axis.

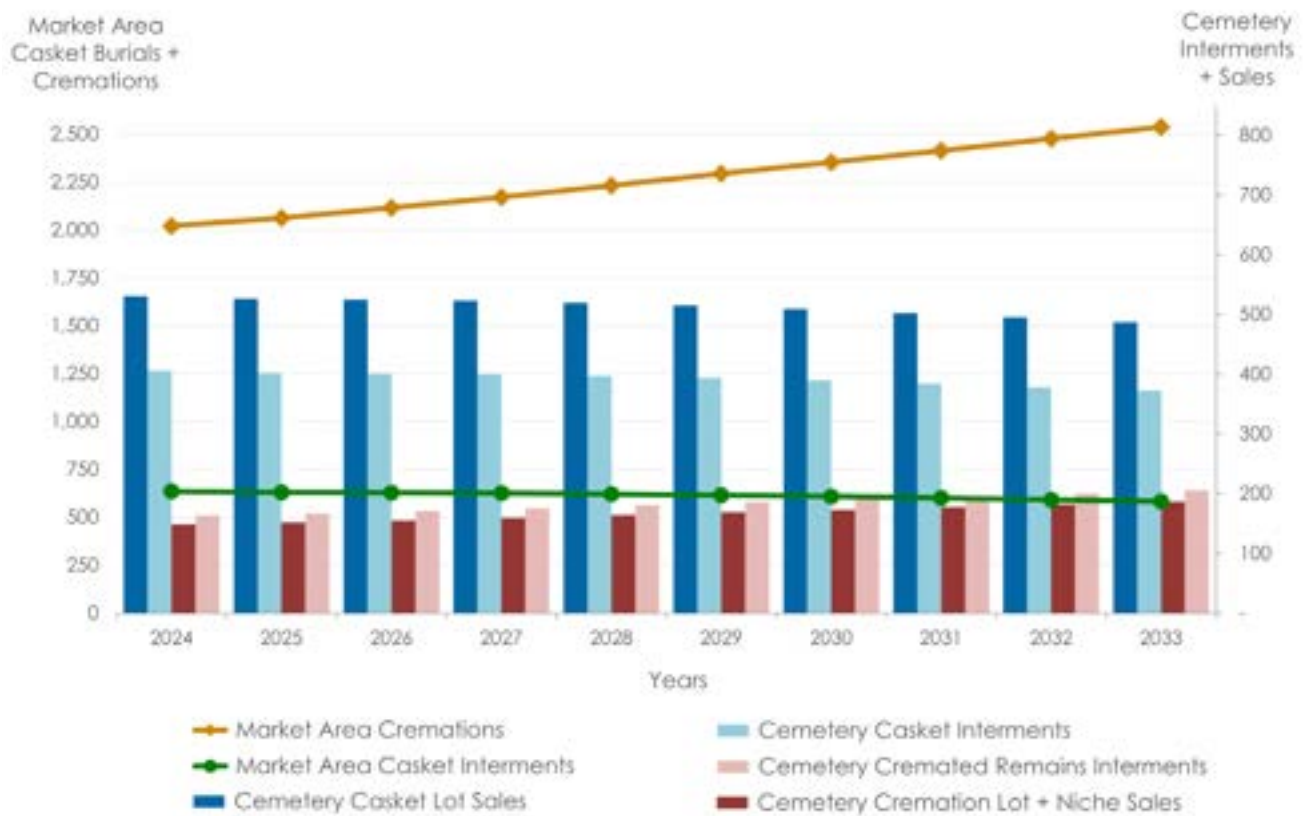


Figure 7: 10-Year Projected Interments and Sales at the Cemetery and in its Market Area, Source: LEES+Associates.

Over the next ten years, the Cemetery is projected to undertake:

- 3,900 casket burials in casket lots, averaging 390 per year;
- 550 cremated remains interments in casket lots, averaging 55 per year;
- 600 cremated remains interments in cremation lots, averaging 60 per year; and
- 700 columbaria niche inurnments, averaging 70 per year.

Over the next ten years, the Cemetery is projected to sell the rights-of-interment for:

- 5,100 casket lots, averaging 510 per year;
- 800 cremation lots, averaging 80 per year; and
- 900 columbaria niches, averaging 90 per year.

DEVELOPED SUPPLY - CURRENT INVENTORY

This section of the report examines the Cemetery's existing inventory of casket lots, cremation lots, and niches. Its purpose is to compare the current inventory with the projected demand for inventory over the next ten years.

Current Inventory

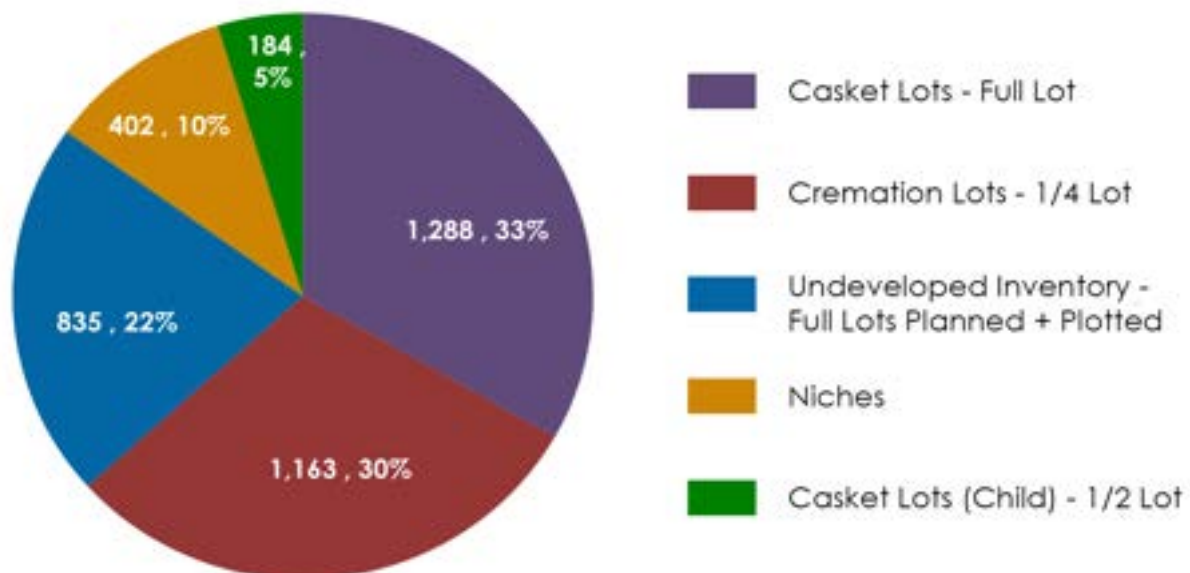


Figure 8: Distribution of Inventory Available for Sale. Source: Coachella Valley Public Cemetery Records.

The following table summarizes the inventory available for sale, the projected average number of sales per year over the next ten years, and the estimated number of years of sales remaining.

Inventory Type	Available for Sale	Projected Sales per Year	Years of Sales Remaining
Casket Lots – Full Lot	1,288	510	2 - 3
Future Full Lots - Planned	835	510	1 - 2
Child Lot – 1/2 Lot	184	4	50 - 55
Cremation Lot – 1/4 Lot	1,163	80	13 - 15
Columbaria Niches	402	90	4 - 5

Table 4: Cemetery Inventory Available for Sale Projections, Source: Coachella Valley Public Cemetery Records.

The Cemetery also has a significant amount of reserved inventory available to accommodate future interments. These pre-purchased lots and niches will continue accommodating interments long after the District sells its last grave.

The following table summarizes inventory that is available for interment, the projected average number of interments per year over the next ten years, and the estimated number of years of sales remaining.

Inventory Type	Available for Interment	Projected Interments per Year	Years of Interments Remaining
Casket Lot – Full Lots	6,010 lots	424	14 - 15
Cremation Lot – 1/4 Lot	5,885 lots	57	100+
Future Full Lots - Planned	835 lots	424	2
Child Lot – 1/2 Lot	186 lots	4	50 - 55
Columbaria Niches	943 niches	64	10 - 15

Table 5: Cemetery Inventory Available for Interment Projections, Source: Coachella Valley Public Cemetery Records.

NEW SUPPLY - TOTAL CAPACITY

Site Analysis - Inventory Expansion Opportunities

In addition to the inventory currently available, the Cemetery has undeveloped land that it can develop into additional inventory.

The total District property consists of 60 acres, 29 of which have been already been developed for interment purposes. The Cemetery has close to 20 undeveloped acres of land available for expansion.

Potential capacity is typically assessed by evaluating the additional casket lots that can be provided by developable land, as this type of interment most significantly impacts a municipality's land use rate in its cemeteries. This analysis conservatively assumes the Cemetery would begin expanding its capacity by converting available land into casket lots, following the standard design commonly used by municipal cemeteries that have worked with LEES+Associates. This analysis uses the common design standard of 500 casket lots per acre.

In addition to land for in-ground casket lots, the Cemetery has space that could be converted into cremation gardens, which may include columbaria, scattering gardens, ossuaries, and memorial walls, along with ample seating and plantings. For this analysis, the guideline of 10-20 niches per 100 square feet was applied. This guideline can vary based on the specific design of the cremation garden.

The following table summarizes the size of the expansion land available to be developed and the additional inventory this space could provide.

Land Type	Area (acres)	Inventory Density	Potential Added Inventory	Projected Sales per Year	Potential Added Years of Sale
Cremation Interment	<1*	10 - 20 niches per 100 ft ²	9,000+ niches	90	100+
Expansion Land	20	500 double-depth lots per acre	10,000 lots	510	17 - 19

Table 6: Estimate of the Cemetery Expansion Capacity, Source: Coachella Valley Public Cemetery Maps and Records and LEES Site Observation and Cemetery Planning Guideline.

* The area required for cremation interment will come from both infill development and expansion onto new land.

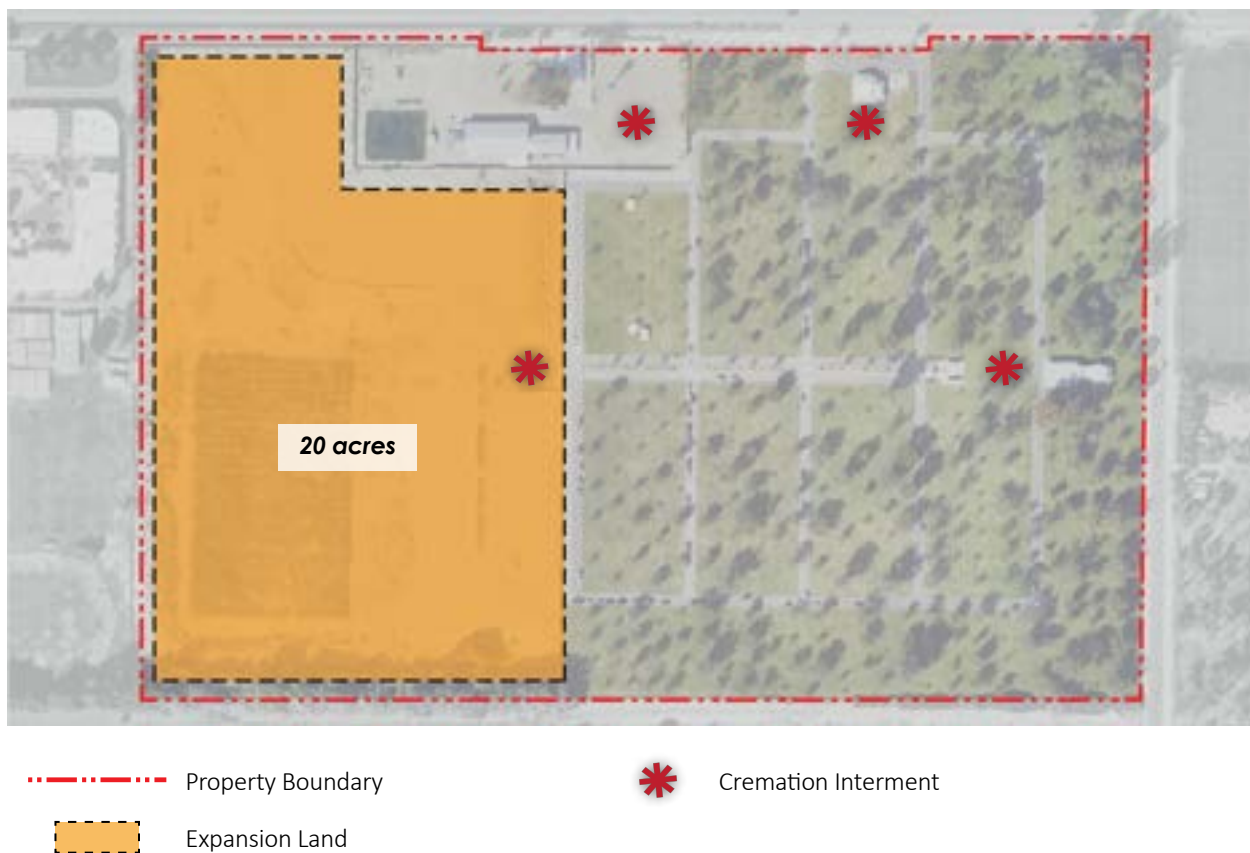


Figure 9: The Cemetery Expansion Opportunities Map, Source: Coachella Valley Public Cemetery Maps and Records and LEES Site Observation and Cemetery Planning Guideline.

Infill Strategy - Development and Densification

Infill capacity is commonly measured and assessed in terms of the potential additional casket lots the developable land could provide because this interment form significantly impacts a municipality's rate of use for its cemetery land.

In addition to expanding onto new lands, cemetery sites often offer opportunities to develop space not historically allocated for interments and densify site capacity through a range of strategies. These may include:

1. Closing low-traffic paths, roads, and other amenities for use as added interment space;
2. Strategically placing new in-ground lots with a smaller, more flexible land footprint (e.g., small cremation lots and ossuaries), and
3. Adding above-ground interment options such as family vessels, columbaria, and memorial wall niches.

RECOMMENDATIONS - CEMETERY MARKET ASSESSMENT

Cemeteries are unique in that their land use designation usually remains unchanged in perpetuity. For this reason, it is prudent for communities to plan to have enough cemetery land capacity to meet community needs for at least 100 years. A cemetery's inventory and land capacity (measured in "Years of Sales Remaining") are important indicators for measuring the cemetery system's long-term sustainability.

A strategy is required to provide enough inventory to address the short-term and long-term needs of the Coachella Valley Public Cemetery. To ensure the District will be able to continue providing its full range of services in the future, it is recommended that the District implement the following strategies:

Short Term Strategy (1-5 Years)

- Prioritize the development of new full lot inventory on the Cemetery's undeveloped land to continue meeting demand for casket lots.
- Prioritize the development of new columbaria to continue to meet demand for above ground cremation inurnment space.
- Monitor cremation lot and niche sales and inventory levels. Plan and design new cremated remains options early to ensure they're ready and marketed before they are needed.

Medium Term Strategy (6-10 Years)

- Prioritize the development of new cremation lot inventory to continue meeting the demand for this option.
- Redirect urn interments from casket burial lots to more suitable options for cremated remains. This could include increasing the number of urns permitted in 1/4 lots and introducing larger cremation-only lots to accommodate multiple urns.
- Engage and consult with community members to gauge their interest in new types of dispositions, products, and services.

Long Term Strategy (10+ Years)

- Conduct a land acquisition options study to determine the location and quantity of land needed for a new cemetery.

These recommendations will ensure the additional supply required by the District to meet community needs for cemetery sales, memorialization, interment, and other support services over the next ten years and beyond.

Chapter 3: Site and Asset Analysis



CEMETERY SITE SUMMARY

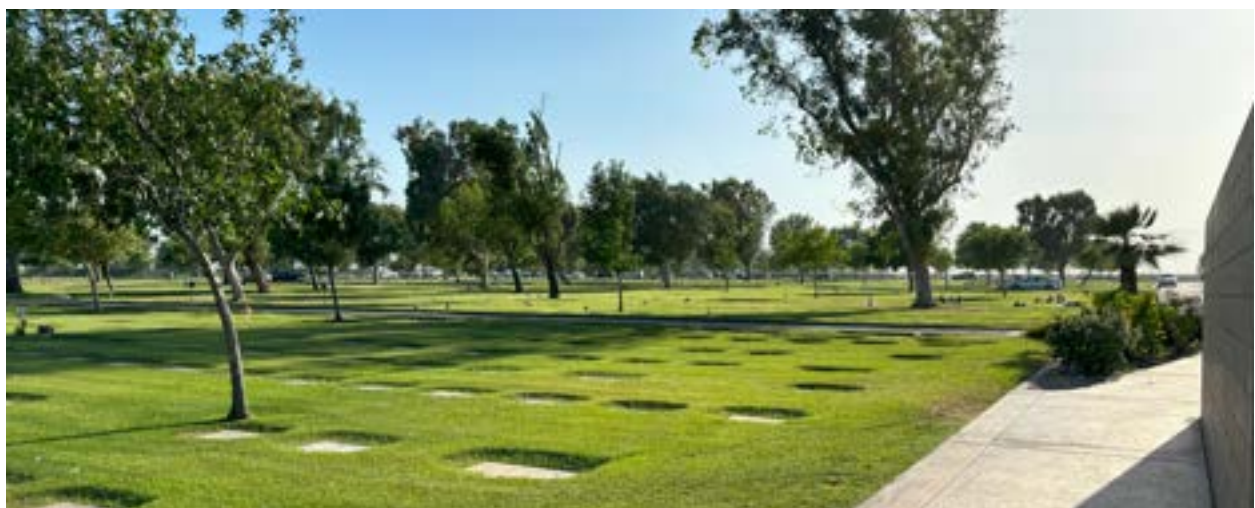
This chapter is an overview of the existing cemetery and the opportunities and challenges identified through a site visit, desktop study, site photos and interviews with cemetery staff.

Adjacencies

- The cemetery is bounded by 52nd Avenue to the north and Jackson Street to the east. The surrounding area is primarily residential and agricultural, with limited commercial development in the immediate vicinity. Tahquitz Equestrian's property is abutting the cemetery to the south.
- The southwestern portion of the undeveloped cemetery area contains a large excavated pit that was previously used as a palm grove and requires infill.
- The northwestern portion of the undeveloped cemetery area is used as a storage ground for grave vaults and is sometimes used as parking and staging for large cemetery events.

Landscape Character

- The site is predominantly flat, though there are minor variations in elevation across the property.
- Situated with the San Bernardino Mountains to the north, Little San Bernardino Mountains to the east, and Salton Sea Mountains to the south, the cemetery has the potential to feature a dramatic backdrop created by these mountain ranges.
- The desert surroundings influence planting choices, with xeriscape elements such as palms, stone features, gravel, and sand beddings.
- The site features a variety of fencing styles. Along much of the frontage, a low stone wall topped with a beige rail fence is accented by stone-detailed columns at regular intervals. Near the executive building, this transitions to white wood fencing. Chain-link fence encloses the majority of the remaining site. There is opportunity to standardize the frontage fencing to create a cohesive boundary.



Existing Amenities and Infrastructure

The Coachella Valley Public Cemetery District offers a range of amenities and infrastructure to support its operations. These include administrative, financial, and operations offices and yards.

- The existing administrative office building is approximately 3,000 square feet with 12 parking spaces, including one accessible stall and a pull-up space at the front.
- The financial and managerial teams operate from a separate building that is just under 3,000 square feet and features a covered section adjacent to the fire lane. In front of the building is an informal gravel area that can accommodate an estimated 4 to 8 parking spaces.
- The existing operations building is approximately 10,000 square feet. Supplementing the main structure are several outdoor storage units and tents. The western section of the building has a large, open-format warehouse-style layout, while the eastern portion contains office space for the operations team.
- The water irrigation pond is located adjacent to the operations building and has a surface area of approximately 11,000 square feet. To support cemetery expansion, the irrigation pond will need to be enlarged. Equipment relating to water utilities are located between the pond and operations building.
- There is a covered columbarium structure on site with benches, fans for cooling, and a flowing fountain.



Figure 11: The Cemetery Administrative Office

Interment and Memorialization

- The Cemetery offers various interment options, including single and double-depth burials, as well as options for adolescent (baby and small children) burials. For cremation, they provide both in-ground burial options for cremated remains and above-ground columbarium niches with pricing based on their location (top or bottom row).
- The site features a veterans memorial plaza, complete with memorial walls, monuments, and flag displays
- Approved concrete vaults or sectional liner receptacles are used for each interment.
- Interment areas are well-maintained and consistent. No above-ground monuments are allowed, and all markers must be made of approved materials such as granite or bronze (no marble).
- Approximately 20 acres of undeveloped land are available for expansion, excluding areas near the operations yard and executive building that are fenced off.

Access and Circulation

- The site lacks formal pedestrian sidewalks, bike lanes, and nearby bus stops, making vehicular access the primary means of reaching the cemetery.
- Visitors access the cemetery through the main entrance on 52nd Avenue, which leads past the administrative building and through gated fencing. Additional entrances are located for staff near the financial office and operations yard.
- Operations and administrative services sometimes navigate the site using golf carts, which are able to travel along lawn surfaces.
- Vehicles are limited to the internal asphalt roads, which are generally in good condition. However, some areas require maintenance to address potholes and enhance the overall paving quality.
- Roads are wide enough to accommodate roadside parking. During special events or services, additional parking is provided in the undeveloped portion of the cemetery.
- There is an opportunity to enhance parking availability by incorporating ADA-compliant spaces and expanding parking areas to include both the front and rear sections of the cemetery.
- The site has no internal pedestrian pathways but the well-maintained landscape and consistent flat markers allow navigation across the lawn surfaces.

Signage and Wayfinding

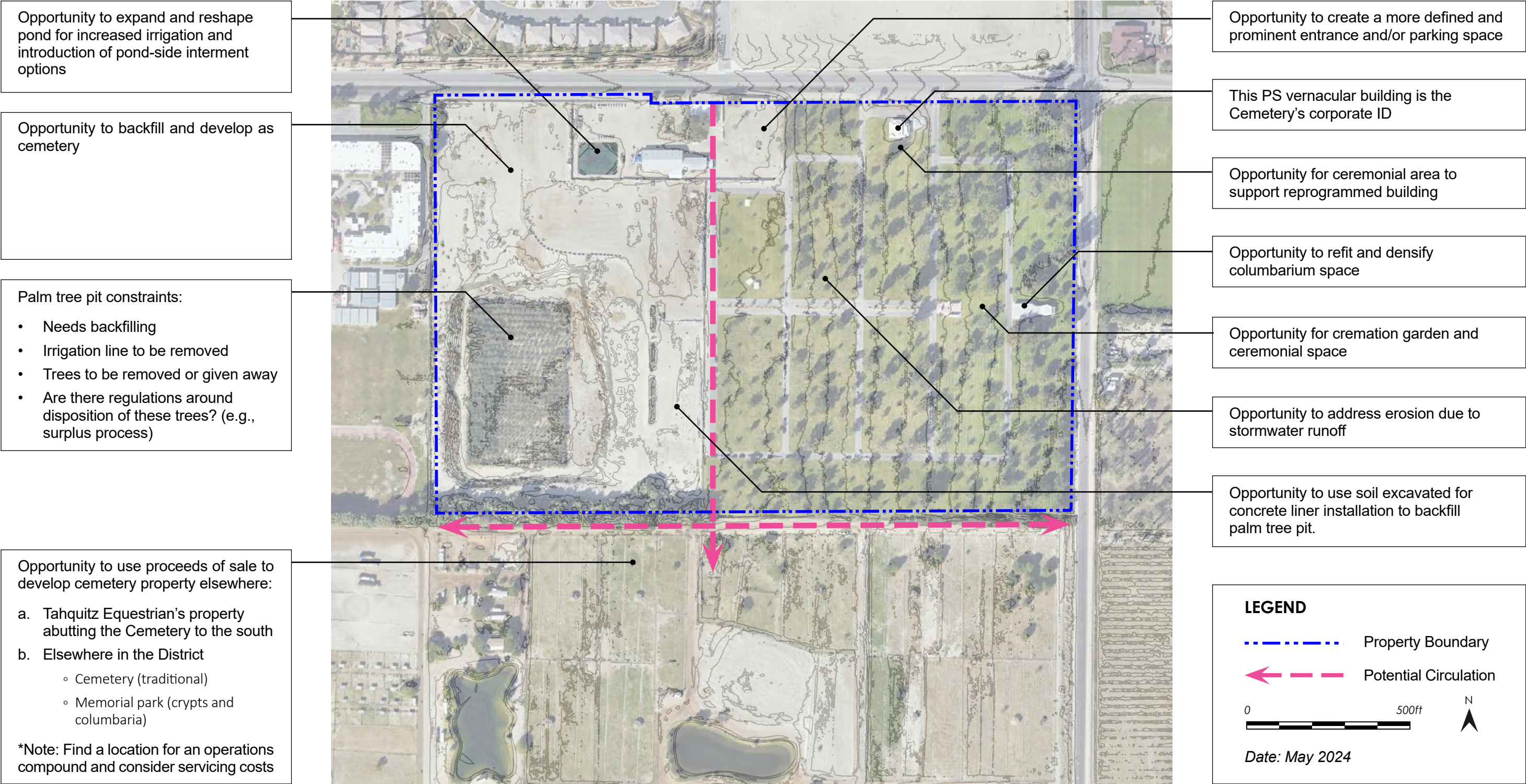
- Signs outlining the cemetery's rules, regulations, and mowing schedule are positioned along the roadside on either side of the administrative building.
- Hours of operation are displayed on the fence near the main entrance.
- Traffic signs and additional regulations are posted throughout the cemetery.
- There is an opportunity to add row or section markers to improve navigation within the cemetery.
- There is an opportunity to add an information kiosk near the entrance with a cemetery map.

Opportunities and Constraints Diagram

In May of 2024, the LEES+Associates team traveled to the Cemetery to assess the suitability, opportunities, and constraints for the enhancement and expansion of the cemetery.

The findings from this site assessment were compiled into an Opportunities and Constraints Diagram (p. 28), which provides a visual summary of key observations and recommendations. However, some aspects of this initial analysis have since evolved. Notably, the Tahquitz Equestrian property, located to the south of the Cemetery, is no longer available for acquisition.

OPPORTUNITIES AND CONSTRAINTS DIAGRAM



Site Photos



Figure 12: Cemetery Layout and Markers



Figure 13: Cemetery Entry Sign with Rules and Regulations



Figure 14: Veterans Memorial Plaza



Figure 15: Warehouse-Style Operations Building with Offices in the Back



Figure 16: Irrigation Pond



Figure 17: View Towards the Back of the Administrative Office

Chapter 4: Operations Assessment



This chapter reviews the operations of the Coachella Valley Public Cemetery District, covering administrative functions, fieldwork, infrastructure, and community engagement. It summarizes key findings on staffing, records management, maintenance practices, and service delivery while noting areas for improvement, such as records management, facility capacity, and system integration. Insights from staff engagement, detailed in Appendix B, Engagement Summary, inform these findings.

The chapter concludes with recommendations to enhance efficiency, service quality, and long-term operational sustainability, guiding the District's future policies, practices, and systems.

KEY FINDINGS

The following section summarizes the key findings from the District's operations review:

General

- The cemetery meets recommended staffing levels, with 1 full-time employee per 2.5 acres of developed land.
- The staffing ratio (70% field staff, 30% administrative staff) is close to the recommended 75/25 split for balanced operations.
- Management and staff interviews conducted for the master plan process highlighted strong teamwork, communication, and leadership across the organization. Management and staff are oriented toward problem-solving, seek innovative approaches to their work, and proactively look for ways to improve efficiency. This sets the stage for continuous improvement.
- Several new staff have joined in the past three to four years, bringing fresh perspectives but also requiring a focus on knowledge transfer and training to maintain business continuity.

Administration

- The cemetery uses CemSites for records management and recently implemented MaintainX for work orders. Manual data transfers between these systems require significant time and careful attention to maintain accuracy.
- Past record-keeping issues have led to an uncertain lot inventory, complicating the cemetery's records management.
- The cemetery's records system does not currently include specific tracking capabilities, such as isolating veteran interments.
- Cemetery records management training has been challenging due to the need for data cleanup and staff transitions. New personnel must learn existing software while managing daily responsibilities, creating delays in training.
- The District prioritizes public communication and engagement and has been recognized by the Special District Leadership Foundation with the Transparency Certificate of Excellence.
- The District website has been recently updated and offers a burial search tool, service scheduling, pricing details, and event information, improving accessibility to the public.
- Community feedback is collected after services, helping the District monitor satisfaction and identify areas for improvement. Social media review sites are monitored for feedback, and the District seeks more in-depth information when needed.

- The District typically coordinates with five local funeral homes, but compliance issues require active management to ensure adherence to the District’s service schedules, rules, and regulations. While compliance has improved, ongoing oversight and communication remain necessary.

Field Operations

- Field operations are guided by the District’s Maintenance Procedure Manual (2023), which provides guidance on:
 - Safety protocols (PPE, training, traffic management)
 - Grounds and monument maintenance
 - Interment procedures and service coordination
- Staff developed a custom-built interment shoring/lowering device, reducing setup time and manual labor.
- The “No Lift” policy uses a truck-mounted crane for lifting and placing monuments, minimizing workplace injuries.
- The cemetery outsources its landscape maintenance and irrigation services to external contractors, similar to other municipal facilities, which may be more convenient and lead to potential cost savings. The work is contracted out with a \$290,000 budget with positive feedback on the quality of the landscape.
- Tree maintenance is also outsourced with a \$50,000 budget, though no formal tree management or replacement plan exists.
- Security services (\$150,000 budget) provide 24/7 onsite presence, with positive public feedback on safety.

Infrastructure and Amenities

- The administration building does not currently have private meeting areas, adequate workspace, or sufficient parking, impacting staff efficiency and the visitor experience.
- The administration and executive functions are housed in separate buildings, possibly contributing to communication challenges and operational inefficiencies.
- The existing operations building is efficient and spacious, but decentralizing functions would reduce effectiveness.
- Restrooms are limited, and there is a high demand for additional facilities across the cemetery.
- Event parking is currently accommodated on undeveloped land, which will become an issue as the cemetery expands.
- ADA-compliant parking and wayfinding improvements are needed, especially for visitors with mobility challenges. Cemetery signage is not intuitive and requires a review.
- Public feedback indicates a strong demand for more flexibility in grave ornamentation, such as lights, small fences, and personalized decorations.
- Current restrictions on ornamentation are perceived as too rigid, limiting family personalization options.
- Día de los Muertos is the largest event, requiring long-term planning for parking, amenities, and logistics.

- Event days present challenges for cemetery staff and operations and offer public engagement and marketing opportunities.
- Trash receptacles and weekend garbage collection need improvements to manage waste during high-traffic events.

Marketing and Community Engagement

Digital Infrastructure Enhancements

- A redesigned website was launched in 2021 to provide visitors with a user-friendly, professional experience. The cemetery's website offers essential information, including burial search tools, service scheduling, pricing details, and event updates, improving accessibility.

Recognition for Transparency

- The District received the Transparency Certificate of Excellence from the Special District Leadership Foundation, highlighting its commitment to public communication.

Community-Focused Marketing

- The District prioritizes outreach through newsletters, community updates, and engagement strategies tailored to residents.

Multimedia Outreach for Special Events

- The District uses print, radio, television, and digital platforms to inform the community about Mother's Day, Día de los Muertos, and Memorial Day events.

Annual High-Traffic Events

- The cemetery hosts eight annual special events, with Día de los Muertos (DDLDM) being the largest, drawing over 10,000 attendees annually.

The key findings highlight strengths and challenges within the cemetery's administration, field operations, infrastructure, and community engagement.

Staffing levels align with industry standards, and the team demonstrates strong collaboration and a proactive approach to efficiency improvements. However, administrative processes, particularly records management and knowledge transfer, require attention to ensure accuracy and continuity.

Operationally, the cemetery benefits from well-defined maintenance procedures and innovative equipment, but reliance on outsourced services for landscaping, tree maintenance, and security carries significant costs.

Infrastructure limitations, including inadequate administrative space, restroom shortages, and accessibility concerns, impact staff and visitor experience. Event parking on undeveloped land and a lack of clear wayfinding present operational challenges.

Community expectations for more flexible grave ornamentation and the logistical demands of special events such as Día de los Muertos emphasize the need for thoughtful policy adjustments and long-term planning.

Addressing these operational and financial challenges will support sustainable cemetery management while enhancing service quality.

OPERATIONS OVERVIEW

Cemetery operations encompass both administrative functions and site fieldwork.

Administration involves managing cemetery records, financial transactions, and customer service. Key activities include:

- Marketing and selling cemetery products, plots, and services;
- Handling customer inquiries and processing sales transactions;
- Data entry and record keeping; and
- Coordinating with families, mortuaries, funeral homes, and field staff.

Site fieldwork includes interment services and the physical care and maintenance of the cemetery. Responsibilities include:

- Opening and closing graves and columbaria;
- Leveling ground surfaces;
- Straightening monuments;
- Performing landscape and horticultural maintenance; and
- Operating and repairing the irrigation system.

The following analysis examines both aspects of cemetery operations and how the District organizes and supports these functions within its structure.

Organizational Structure and Staffing

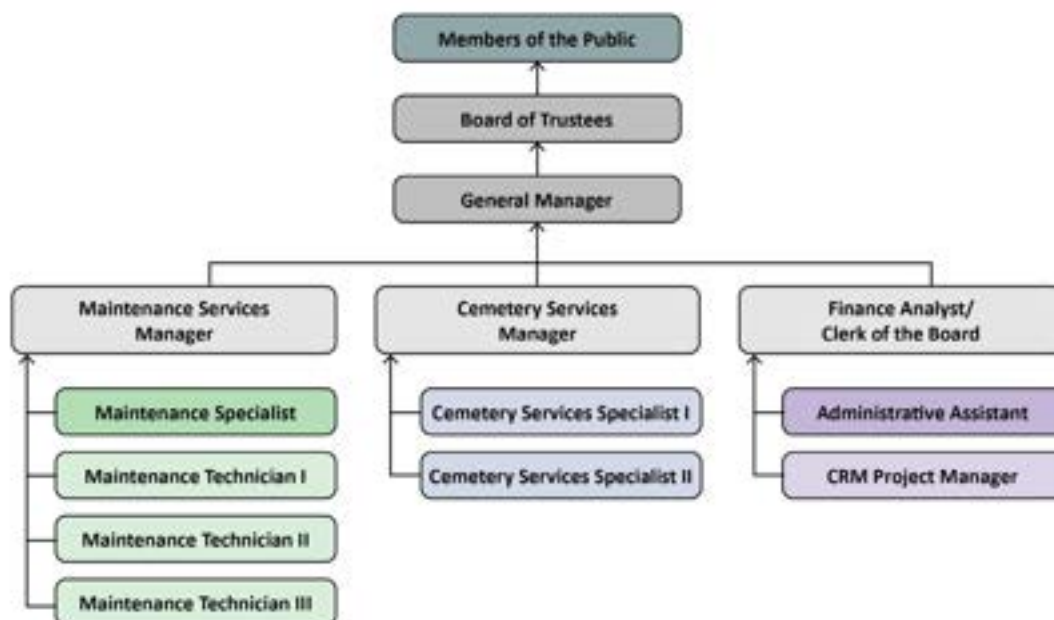


Figure 18: The Cemetery Staff Organization Chart, Source: Municipal Staff Feedback.

A board of trustees governs the Coachella Valley Public Cemetery District, with 11 full-time and 1 part-time staff organized into an administrative team, a cemetery services team, and a maintenance services team. The District oversees operations and maintenance through a dedicated cemetery workforce responsible for fieldwork, office duties, and standard repairs.

The Board of Trustees for the District is appointed for four-year terms by the County of Riverside Board of Supervisors. It is responsible for setting policies, defining goals, and serving as the legal custodian of District property. The Board employs a General Manager to implement policies, oversee operations and staff, and manage expenditures. The General Manager focuses on strategic planning and enhancing the overall performance of District services and programs to align with the District's vision and goals.

The management team includes all personnel running cemetery administration and fieldwork staff. It consists of the General Manager, a Cemetery Services Manager, a Maintenance Services Manager, and a Finance Analyst/Clerk of the Board.

The service and administration team includes all staff involved with the District's in-office sales, service, clerical, and records management. The team comprises two Cemetery Service Specialists, the Administrative Assistant and the part-time CRM Project Manager.

In recent years, the District has welcomed several new staff members, bringing fresh perspectives and skills to the organization. However, institutional knowledge has naturally transitioned, with several administrative personnel joining within the past three to four years. As a result, training on essential systems and historical record management has required additional focus to ensure continuity and efficiency.

The maintenance team includes all workers in the cemetery's service delivery, care, and maintenance. This team comprises the Maintenance Specialist and three Maintenance Technicians.

The District outsources its landscape and tree maintenance to contractors (as done at other municipal cemeteries). The cemetery grounds are well maintained, and staff and management generally report satisfaction with the team.

Staffing Levels and Composition

Cemetery staffing levels are guided by the HR-to-Land and Staffing Composition Ratios, which help balance service expectations, maintenance needs, and efficiency. Large urban cemeteries typically maintain one full-time employee per acre. In contrast, mid-sized cemeteries operate with one per 2–3 acres, and smaller or rural cemeteries may have one per 5 or more acres, often supplemented by seasonal workers.

A 75% field to 25% administrative staff ratio is recommended for operational balance. While this benchmark provides a helpful reference, staffing needs vary based on site conditions, financial resources, and management practices, requiring a flexible approach.

Cemetery Type	Staffing Level
Large Cemeteries in Major Urban Areas	Typically maintain 1 full-time employee per acre, ensuring intensive maintenance and high service levels.
Cemeteries in Mid-Sized Urban Areas	Often operate with 1 full-time employee per 2–3 acres, balancing efficiency with moderate service expectations.
Small Cemeteries and Rural Cemeteries	May have 1 full-time employee per 5+ acres, often relying on seasonal workers or volunteers.

Table 7: Staffing Level Guidelines, Source: LEES+Associates.

The Coachella Valley Public Cemetery covers 60 acres, with 29 acres developed for interment. It is staffed by 11 full-time and one part-time employee, resulting in an HR-to-land ratio of 1 full-time employee per 2.5 acres of developed land. Of the workforce, 70% are field personnel and 30% handle administrative duties.

Our analysis concludes that the cemetery is adequately staffed, given:

- the high level of site care expected by the community,
- the need to retain staff with specialized training and interpersonal skills to support grieving families, and
- the need to maintain sufficient capacity and redundancy to ensure service continuity during staff vacations, illnesses, and unexpected absences.

In Chapter 6, Implementation Plan, the HR-to-Land and staffing composition ratios will be used to indicate the staffing levels and composition needed to support proposed new cemetery sections.

ADMINISTRATION

This section reviews the roles and responsibilities of the District staff involved with the sales, service, records management, community engagement, and the resources available to staff for cemetery administration.

Core Administration

The cemetery services and administrative team’s responsibilities include overseeing service setups, managing monument orders, scheduling appointments and services for families, maintaining accurate records by addressing misfiled documents, and transitioning data from index cards to the CemSites software system.

According to the online survey conducted for this master plan, community members have generally been satisfied with the service provided by the District’s staff.

Records Management

Current State

The cemetery uses two software systems: CemSites for records management and MaintainX for managing work orders and tasks. CemSites handles interment records and other cemetery data, while MaintainX, introduced more recently, focuses on improving the tracking of work orders and operational tasks. However, using both systems requires manual data transfers, which can be time-consuming and require greater attention to ensure accuracy and reduce the likelihood of errors.

The current state of records management at the cemetery faces several challenges. The lot inventory is uncertain due to historical record-keeping issues. CemSites, the initial software, cannot isolate records for veteran interments. The Cemetery Records Management (CRM) system is limited, often requiring expensive and time-consuming custom work to generate specific reports.

Staff turnover and the time required for new personnel to learn the software while managing regular duties have made training challenging. Implementing new information management software is on hold until existing data is cleaned up.

Best Practice

It is best practice for a cemetery to use a specialized, integrated cemetery records management system with a user-friendly interface to track and provide comprehensive reporting for its customer and inventory data, interment, and sales activity. The system should also include a convenient link to the District's cemetery financial records.

Information Gaps

There are gaps in the District's cemetery records and financial transaction tracking and reporting. Best practices for cemetery records and financial management recommend that municipalities track and report activity and revenue based on the following:

- the cemetery site where the inventory sale occurs and the interment service takes place;
- the interment form (e.g., casket lot burials, cremation lot burials, niche inurnments);
- the at-need or pre-need status of sales and services; and
- the residency status of customers served.

Administrative Training

Training in the Administrative office is encountering some challenges. Most office staff and managers have joined within the past three to four years, leading to concerns about losing institutional knowledge and lingering administrative issues from former employees. These factors have complicated staff training on essential software systems. Additionally, a data cleanup project is underway, and whether a new cemetery management software system is needed will be assessed when the cleanup is complete. This assessment may further delay training.

Sales

Sales Process

The sales process for the District involves a flexible approach to purchasing burial plots, cremation niches, and other cemetery services. Prospective clients are encouraged to visit the cemetery grounds and consult a Cemetery Services professional to identify the best options for their needs.

Payments for these services can be made through personal checks, cashier checks, or credit cards, with certain restrictions for payments close to a scheduled burial. The District offers flexible payment plans for cemetery lots, allowing customers to finance their purchases over a maximum of 24 months, though a service fee applies for this option. Additional services, such as headstone setting or niche installation, can also be arranged, and pricing information is available on the District website. The District ensures that clients understand all costs, and refunds are only provided under specific circumstances.

Funeral Service Provision

There are five funeral homes in the Coachella Valley Public Cemetery District and the surrounding area where the District coordinates interments. Funeral homes have historically struggled to adhere to established rules and regulations consistently. In response, cemetery services staff actively communicate violations and work to ensure compliance with new policies and respect for service schedules. While there have been notable improvements, ongoing management and oversight remain essential to maintaining these standards.

During the master plan project, LEES contacted funeral homes to gather insights about their experience with the cemetery. The District should continue strengthening these relationships by seeking feedback through structured surveys and hosting unstructured events, such as a cemetery open house, where industry professionals and cemetery staff can connect.

Non-Resident Services

By California law, qualified residents or taxpayers of the District can purchase interment rights and services at standard rates. Those who live outside the tax boundaries may also buy interment rights but will be subject to a non-resident fee.

Industry Relations

The District maintains strong industry representation through its membership and participation in the California Association of Public Cemeteries (CAPC), the California Special Districts Association (CSDA), the Special District Association of Riverside County (SDARC), and the Riverside County Local Agency Formation Commission (LAFCO). These affiliations provide access to industry best practices, advocacy support, legislative updates, and networking opportunities with other public agencies.

Through these connections, the District stays informed about regulatory changes, funding opportunities, and operational improvements that enhance its ability to serve the community effectively. The District and its staff have been recognized as industry leaders, earning numerous awards for service excellence to the public.

FIELD OPERATIONS

Field operations are guided by The Coachella Valley Public Cemetery District Maintenance Procedure Manual (2023). The manual serves as a comprehensive guide for cemetery maintenance operations. It outlines standardized procedures, safety protocols, and expectations for staff, ensuring the cemetery is well-maintained and operates efficiently.

Key Areas Covered:

- Uniforms & PPE – Defines required attire, PPE, and replacement schedules.
- Training & Certifications – Lists mandatory safety and equipment training.
- Grounds Maintenance – Covers memorial cleanup, landscaping, irrigation, and monument care.
- Veterans Memorial – Details maintenance responsibilities, including flags and cleaning.
- General Maintenance – Outlines schedules for buildings, vehicles, and equipment.
- Interment Procedures – Specifies grave preparation, vault placement, and service coordination.
- Headstones – Provides guidelines for installation, resetting, and maintenance.
- Work Zones & Traffic – Establishes safety protocols and funeral parking management.

This document standardizes cemetery maintenance operations, ensuring compliance with safety regulations, efficiency in service delivery, and high-quality care for the cemetery grounds and memorials. It also reinforces staff accountability and guides long-term site management.

Interment & Memorialization Services

The District offers interment and memorialization services, including traditional burial plots, columbarium niches, and various memorialization options such as markers and vases.

Staff have innovated in-ground interment procedures by custom-building a combined shoring and lowering device into a single, transportable unit. Combining the two pieces of equipment reduces setup time and the amount of lifting required by cemetery staff.

Marker and Monument Installation

Implementing a ‘No Lift’ policy, which utilizes a truck-mounted crane for lifting and placing monuments, is another innovation that has successfully minimized workplace injuries. To further reduce risks, the following safety protocols should be established and adhered to:

To further mitigate risks, the following safety protocols should be implemented and followed:

- Conduct biannual inspections of all equipment.
- Formalize existing Standard Operating Procedures.
- Ensure cemetery staff participate in seminars on lowering device safety to enhance overall safety measures.

Marker and Monument Maintenance

While visitors are encouraged to place flowers and memorials at gravesites, the District is not responsible for any missing or damaged items, including those affected by maintenance equipment. To ensure compliance, all memorial items must fit within designated areas, adhere to size restrictions, and be removed before scheduled mowing or cleaning days.

Subcontractor Services

Landscape Maintenance & Irrigation

The cemetery currently outsources its landscape maintenance and irrigation services to subcontractors, with an allocated budget of \$290,000 for grounds upkeep. The District strongly emphasizes maintaining modern and efficient tools and investing significantly in equipment upgrades.

As the cemetery develops new sections, irrigation upgrades will be needed. Extension of the irrigation system and expansion of the irrigation pond will be required.

Tree Maintenance

Tree maintenance is outsourced to subcontractors with an allocated budget of \$50,000. The contract includes tree management recommendations (hazard tree removals), but there is no comprehensive tree management or replacement plan for the cemetery.

Site Security

An annual budget of \$150,000 is allocated to security services, which include a 24/7 onsite presence that enhances safety and fosters positive community relations. Feedback from cemetery clients has been highly favorable regarding this security presence.

INFRASTRUCTURE AND AMENITIES

Buildings

A new administration building is needed to address the lack of private meeting areas, workspace for staff, and adequate parking in the current office.

The existing operations building features a centralized layout that enhances efficiency and convenience. Operations staff have noted that a decentralized configuration would result in significant operational inefficiencies.

Public and staff feedback has highlighted several key issues. There is a need for restrooms throughout the cemetery and increased parking availability, particularly for accessible spaces, which becomes challenging during large events. Additionally, there is a significant demand for more trash receptacles and improved weekend garbage collection to adequately manage the substantial waste generated during major cemetery events.

Irrigation

The irrigation system is maintained as part of the outsourced grounds maintenance contract. However, upgrades will be necessary as the cemetery expands, including expanding the irrigation system and the irrigation pond.

Driveways

A significant driveway rehabilitation has been recently completed in the cemetery to address life cycle and drainage issues.

CEMETERY NAVIGATION

Signage and Wayfinding

The cemetery's wayfinding system is not intuitive, and the map needs updating, potentially with integration into CemSites to enhance navigation and accessibility. Improvements to wayfinding should be prioritized as Cemetery District staff regularly assist these families in navigating the grounds.

The District's website features a burial search tool that provides details such as the deceased's name, date of birth, date of death, and their specific location within the cemetery. It is helpful, and better wayfinding will benefit both visitors and staff.

While personally guiding visitors to their loved ones' graves may seem inconvenient or inefficient, it also allows cemetery staff to connect with families. Positive interactions with friendly, helpful staff contribute to the cemetery's reputation and overall positive visitor experience.

Accessibility

The cemetery faces challenges in terms of accessibility, particularly for individuals with mobility issues. There is a need to provide additional parking, particularly during special events. Given that many cemetery visitors have mobility needs, ADA-compliant parking and wayfinding should likely be prioritized based on overall demand and frequency of use.

General Rules and Regulations

The Cemetery General Rules and Regulations for the Coachella Valley Public Cemetery District (the District) outline policies on burial rights, interments, lot ownership, memorial markers, and cemetery use. Rules govern decorations, markers, and visitor conduct to maintain order. Policies also cover refunds, disinterment, endowment care, emergency closures, and vendor requirements. The district enforces these rules under California law and reserves the right to amend them.

Grave Adornments and Ornamentation

The District's ornamentation regulations are needed to maintain a consistent and aesthetically pleasing environment.

Public feedback indicates a strong desire for more flexibility in cemetery regulations. Many respondents expressed dissatisfaction with the current restrictions on installing lights and small fences around graves. Additionally, there is a call for more personalization options for plots, including a wider variety of monuments, flower vases, and decorations.

MARKETING AND COMMUNITY ENGAGEMENT

The following section outlines the District’s current marketing and community engagement practices at the cemetery.

Engagement activities conducted as part of the cemetery master planning process are detailed in Appendix B – Engagement. These activities included in-person meetings with internal stakeholders, an online survey, and a public comment period.

Website

The Coachella Valley Public Cemetery District website provides users with essential information about the cemetery’s history, services, and policies. Visitors can access tools to locate graves, schedule interments, view pricing, and review guidelines. The site also offers details on community events, announcements, and contact information to support families and visitors.

Marketing and Advertising

The District follows community-focused marketing practices, including outreach and transparency initiatives to better engage with residents. The Cemetery has worked to improve its communication efforts with initiatives such as newsletters and community updates and prioritizes transparency. This commitment earned the District a Transparency Certificate of Excellence from the Special District Leadership Foundation, recognizing their efforts in public communication and meeting government standards.

Furthermore, the Cemetery has expanded its digital infrastructure to improve accessibility and community engagement. In 2021, the District invited bids for a redesigned website offering a professional, user-friendly experience tailored to the community’s needs. This development shows the cemetery’s commitment to digital tools as part of its overall marketing and public engagement strategy, focusing on accessible information and a transparent interface for residents.

Market Monitoring

The District actively monitors its market to gauge satisfaction and ensure quality service. For families, it collects feedback after services, asking about their experiences, the level of care received, and any suggestions for improvement. This helps the District understand family needs and improve its offerings.

Community Engagement

The District uses a multimedia approach that includes digital media, print, radio, and television to communicate with and engage the community about events such as Mother’s Day, Día de los Muertos, and Memorial Day. The District’s website provides information on upcoming events, including any changes to parking, event logistics, and additional services like security or restroom facilities. Updates are also shared on social media platforms, where event details and reminders allow visitors to stay informed and plan visits accordingly.

Special Cemetery Events

The District hosts several special cemetery events annually, with eight high-traffic events from March to December, depending on the calendar. Three—Día de los Muertos, Memorial Day, and Veterans Day—are official District events requiring additional ceremonial and logistical support.

Event	Date
Easter	March - April (depending on calendar year)
Mexican Mother's Day	May 10 th
Mother's Day	Second Sunday in May
Memorial Day*	Last Monday in May
Father's Day	Third Sunday in June
Día de las Muertos*	November 1 st and 2 nd
Veteran's Day*	November 11 th
Christmas Eve and Day	December 24 th and 25 th

**Official District Event*

Día de los Muertos (DDLm) is the largest official District event, attracting over 10,000 attendees annually. Given its scale, advanced planning is essential to ensure smooth operations. While event days present challenges for the Operations staff, the event remains highly popular.

Each year, the General Manager prepares a report summarizing the event and identifying issues and opportunities for continuous improvement.

Parking for DDLm is currently accommodated on undeveloped cemetery land. However, providing sufficient parking and amenities will become increasingly challenging as the cemetery develops.

RECOMMENDATIONS - OPERATIONS ASSESSMENT

This section summarizes the range of initiatives the District can implement to enhance the efficiency and effectiveness of cemetery operations. These initiatives may also result in cost savings and increase community satisfaction.

To achieve these goals, the District needs to implement the following recommendations:

General

Maintain Staffing Levels and Balance

- Continue aligning staffing levels with the cemetery benchmark (1 full-time employee per 2.5 acres of developed land) while monitoring workload distribution. As cemetery expansion occurs, staffing needs must be reassessed accordingly.

Enhance Team Collaboration and Innovation

- Leverage the strong teamwork and problem-solving culture by formalizing an internal innovation program. Encourage staff to propose and test operational improvements across all departments through structured pilot projects.

Administration

Streamline Records Management

- Reduce manual data transfers between CemSites and MaintainX by exploring integration solutions. This could involve working with software providers or developing internal automation tools to improve efficiency.
- Conduct a cost-benefit analysis to determine whether investing in a new system, enhancing existing software, or implementing automation provides the most cost-effective and sustainable long-term solution.

Improve Lot Inventory Accuracy

- Conduct a comprehensive audit of existing records to resolve discrepancies and establish a clear, verified lot inventory. Implement an ongoing process to ensure accurate tracking of interment rights.

Create a Comprehensive Administration Procedure Manual

- Create a Cemetery Administration Procedure Manual to standardize and document key administrative processes. This manual could serve as a training tool and reference guide for staff, ensuring operations, training, and compliance consistency.

Enhance Training Programs

- Develop a structured training program to onboard new employees efficiently, ensuring continuity in records management, cemetery policies, and customer service. Cross-train staff to reduce operational disruptions caused by turnover.

Continue to Strengthen Funeral Home Compliance Oversight

- Continue working closely with funeral homes to reinforce adherence to cemetery rules and regulations. Introduce periodic training sessions or workshops to clarify expectations and streamline coordination.
- Implement softer engagement strategies to build rapport between cemetery staff and funeral home employees. This can be achieved through an annual open house or luncheon, where cemetery staff and funeral directors can connect in an informal setting. Strengthening these relationships will improve communication, encourage collaboration, and create a more cooperative working environment.

Field Operations

Continue to Enhance Safety Training and Equipment Maintenance

- Continue prioritizing workplace safety by conducting regular equipment inspections to ensure all tools, machinery, and lifting devices remain in optimal condition. Establish a biannual review schedule for inspections and maintenance.
- Regularly update the District's Maintenance Procedure Manual to reflect evolving best practices, new equipment, and safety protocols. Consider incorporating additional training modules to reinforce safe handling procedures and ensure all staff remain informed of updated guidelines.

Expand the Use of Technology for Maintenance Management

- Evaluate additional features within MaintainX or alternative software solutions to improve work order tracking and reporting. Consider GPS mapping for tracking maintenance schedules and interment locations.

Optimize Outsourced Landscape and Tree Maintenance

- Develop a formal tree management and replacement plan to support long-term maintenance and renewal. Evaluate opportunities for additional tree planting along driveways to provide shade and potentially extend the asphalt life cycle.
- Ensure contracts for landscape maintenance emphasize cost efficiency while maintaining service quality.

Maintain Security Measures

- Preserve the current practice of addressing security concerns immediately when they arise, ensuring prompt resolution of public complaints.
- Continue fostering a strong working relationship between security personnel and cemetery management to ensure smooth coordination and maintain a proactive approach to visitor safety.

Infrastructure and Amenities

Plan for a New Administration Building

- Address workspace and meeting room shortages by developing a long-term plan for a new administration facility. Consider a phased approach to funding and construction.

Improve Public Facilities

- Prioritize additional restrooms, particularly in high-traffic areas. Develop a phased plan for restroom expansion to align with visitor needs and budget constraints.

Enhance Event Parking and Accessibility

- As the cemetery expands, develop a long-term parking strategy, ensuring ADA-compliant spaces and wayfinding improvements are integrated.

Improve Trash Management

- Increase trash receptacles and expand weekend waste collection services to manage overflow during high-traffic events.

Upgrade Cemetery Wayfinding

- Conduct a signage review and implement improvements to enhance navigation. Explore integrating digital maps with CemSites for better visitor guidance.

Marketing and Community Engagement

Continue Multimedia Outreach

- The district should continue strengthening its media presence across multiple platforms to maintain community engagement and public awareness. Its use of digital, print, radio, and television media will help reach diverse audiences and reinforce transparency.

Continue to Strengthen Event Planning for Día de los Muertos.

- A long-term management and operations plan for DDLM could guide future planning as the cemetery develops, particularly in parking, logistical support, and strategies to capitalize on event-driven engagement. From a marketing perspective, DDLM is significant, consistently driving the highest web traffic for the cemetery. This presents an opportunity to leverage the event's considerable web traffic to support revenue growth initiatives.

Review Grave Ornamentation Policies

- Re-evaluate ornamentation policies based on public feedback. Consider flexible guidelines that accommodate personalization while maintaining cemetery aesthetics and maintenance efficiency.

Governance

A review of the Coachella Valley Public Cemetery District's governance and operations shows a commitment to public transparency and community engagement that ensures the cemetery remains a meaningful place for remembrance, designed to serve the community in perpetuity. As a California special district established to provide cemetery services within its designated service area, the District operates under Section 8890 of the California Health and Safety Code and is governed by the California Public Cemetery District Law. It is one of more than 265 public cemetery districts across the state.

Some of the most effective public cemetery operations are founded on coordination with an outside entity, such as a volunteer Cemetery Advisory Board or Board of Trustees, which is empowered to offer oversight and contribute to the strategic vision and direction of the operation. The governance of the District is overseen by a Board of Trustees, consisting of five members who are appointed by the Riverside County Board of Supervisors to serve four-year terms.

The primary function of the Board is to establish policy, agree on the goals and objectives, adopt or update rules and regulations, and act as the legal custodians of the District property. The Board meets the 2nd Friday of every month and the meetings are open to the public. The minutes and video recordings of each meeting are published on the Cemetery website for the public to view.

The District has received multiple accolades for its strong open government practices, sound fiscal management policies, transparency, leadership excellence, and dedication to safety and risk management.

Conclusion

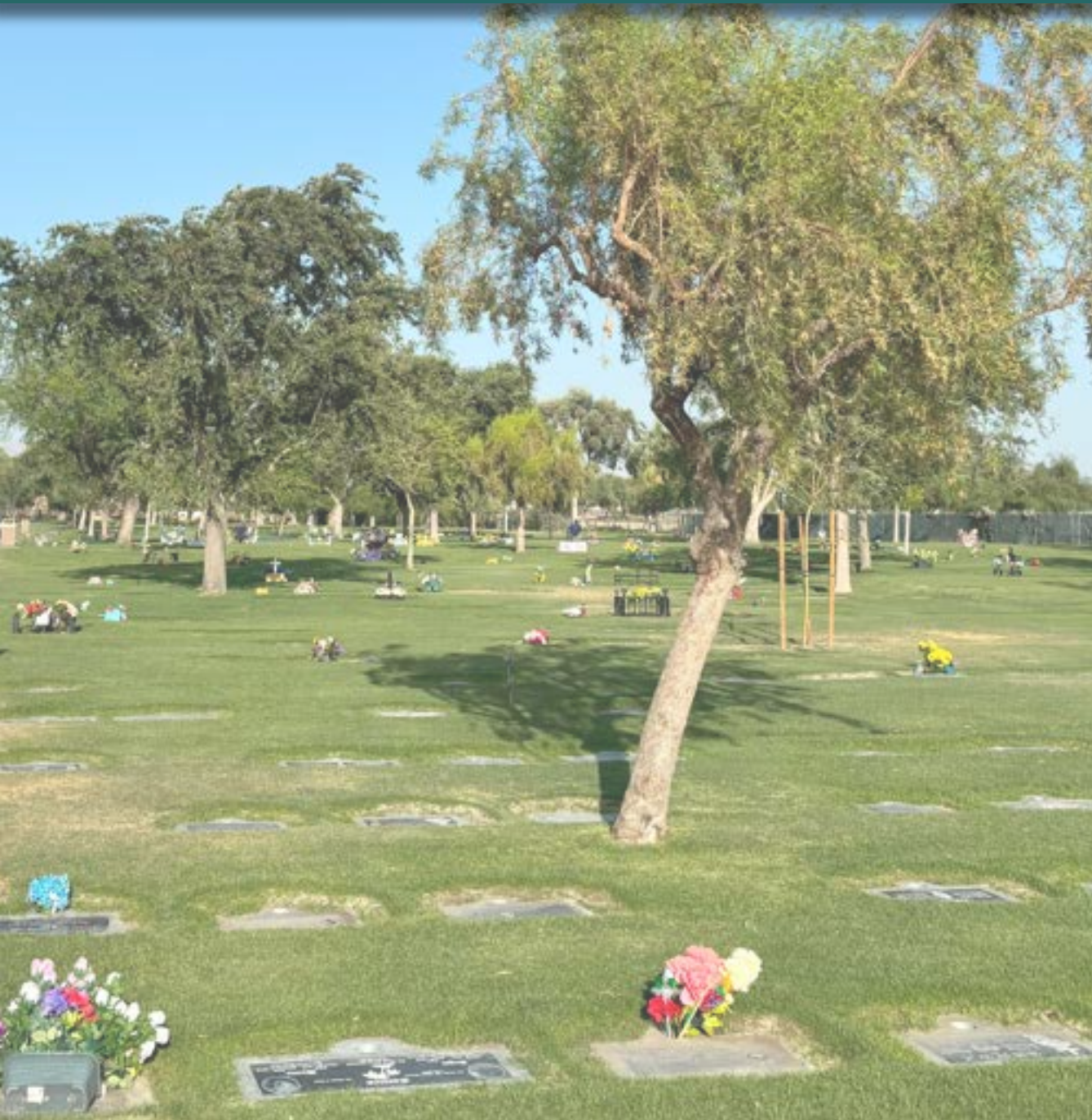
The recommendations in this section focus on improving operational efficiency, service quality, and community engagement while maintaining cost-effectiveness. Key initiatives include sustaining appropriate staffing levels, enhancing records management through automation, and developing a Cemetery Administration Procedure Manual to ensure consistency in administrative processes.

Strengthening training programs, funeral home collaboration, and safety procedures will support staff effectiveness. Field operations can benefit from expanded technology use, a formal tree management plan, and continued security best practices.

Infrastructure improvements should prioritize a new administration building, expanded public facilities, better parking and accessibility, and enhanced wayfinding. Community engagement efforts should include refining ornamentation policies and developing a long-term event management plan for Día de los Muertos to support public participation and cemetery visibility.

Efforts are underway to improve the consistency and accuracy of historical and future records, with a focus on enhancing financial transparency. Current management has only been in place for part of the review period and progress has already been made in correcting legacy data and strengthening financial processes. Addressing longstanding inconsistencies remains a complex, time-intensive task that is being balanced with ongoing operational responsibilities.

Chapter 5: Financial Plan



This chapter includes reviewing Coachella Valley Public Cemetery District's historical financial performance, assessing its projected trajectory, and determining how it could achieve sustainability for the cemetery operations.

Two key performance indicators (KPIs) are used to assess the financial health of a cemetery's operating model:

- **Operating Break-Even Point:** This is the point at which a cemetery generates enough reliable annual revenue to cover its operating costs while meeting the community's service expectations. It indicates whether the cemetery can sustain operations without relying on external subsidies or one-time funding sources.
- **Endowment Care Fund Stability Point:** This is the point at which the Endowment Care Fund (ECF) is fully funded and expected to generate sufficient investment income to cover the cemetery's long-term site care and maintenance costs.

This chapter concludes with recommendations on how the District can accelerate its progress toward operating cost recovery and guidance on achieving a fully funded ECF to support the cemetery's ongoing care in perpetuity.

KEY FINDINGS - FINANCIAL PLAN

The following section summarizes the key findings from this plan's financial analysis.

- The District reported an average net income of \$690,000 per year from 2019 to 2023, exceeding break-even. It will continue over the next 10 years, using operating and non-operating revenue sources.
- 60% of the District's annual costs were covered by its operating revenue-- inventory sales, interments, and other cemetery services from 2019 to 2023.
- 46% of revenue used to cover costs came from operating revenue, while 54% came from non-operating sources, such as reserve fund income, grants, and property tax allocations.
- The District is on track to continue exceeding break-even over the next 7 years, provided contractor costs increase at a pace similar to the inflation rate. If contractors maximize their contractually permitted increase, this timeframe will shrink to 4 years.
- After 2031, the District must increase its allocated revenue from non-operating sources by more than the historical rate of 2% per year to continue supporting its cemetery operations.
- The ECF earned enough income to fund approximately 20% of the cemetery's care and maintenance costs from 2019 to 2023.
- The ECF is not on track to fund a basic level of site care in the next 50 years. The District will need to change its contribution, withdrawal, investment practices, and methodology to ensure the ECF reaches the point where it can be expected to support the cemetery's perpetual care and maintenance needs.

HISTORICAL OPERATING FUND OVERVIEW

The following graph summarizes the historical operating financial performance of the District by calendar year, as reported by District staff from 2019 to 2023.

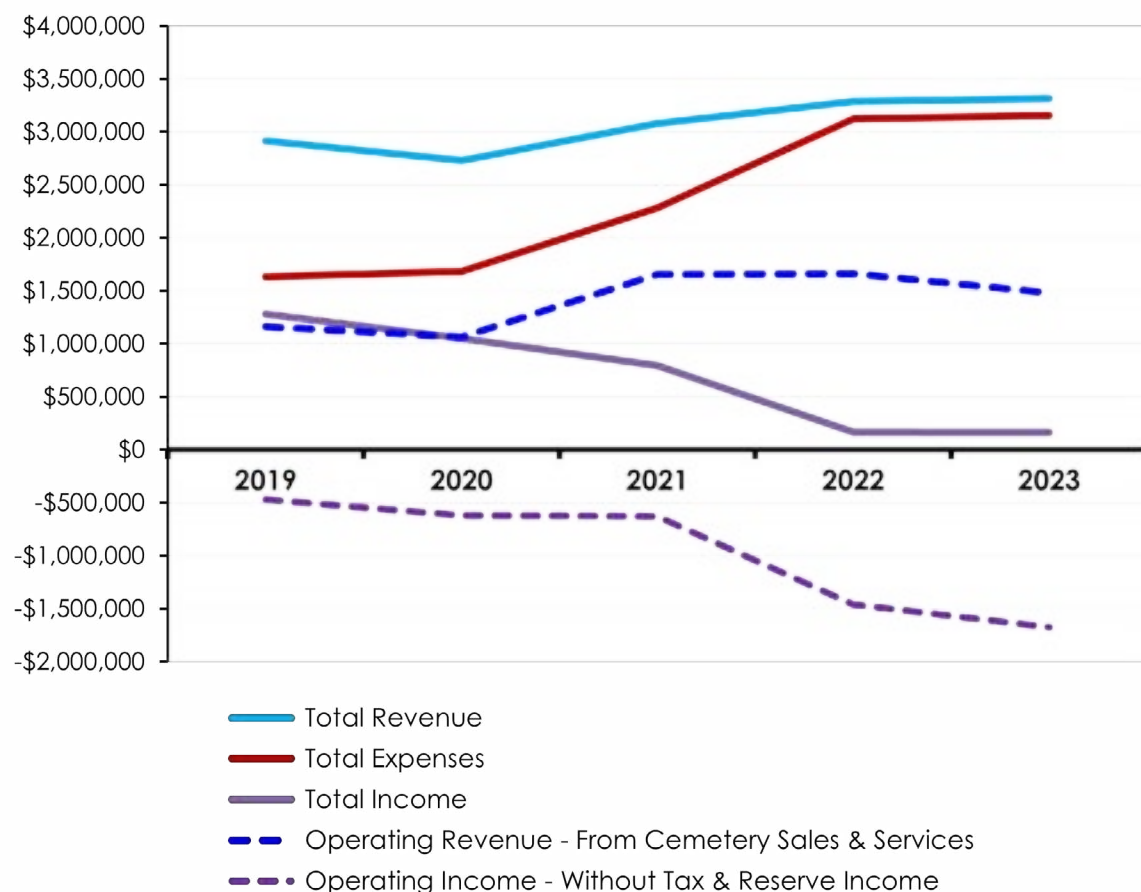


Figure 19: District Operating Financials, 2019-2023, Source: District Financial Records.

From 2019 to 2023, the District:

- Earned an average of \$3,064,000 per year in total revenue, including:
 - 54% from non-operating revenue from external sources.
 - 41% from operating revenue, primarily from casket interments and lot sales.
 - 4% from operating revenue, including cremated remains interments, lot and niche sales.
 - 1% from other sales and services.
- Increased non-operating revenue by an average of 2% annually.
- Increased operating revenue from sales and services by an average of 9% annually.
 - The most significant increase in sales and services occurred in 2021 (by 56%). The higher revenue level was maintained in 2022 and decreased by 11% in 2023. However, 2023 revenue remained 35% above average for 2019 and 2020.

- Spent an average of \$2,374,000 per year in total costs, allocated as follows:
 - 27% for care and maintenance
 - 36% for human resources
 - 23% for administrative overhead
 - 6% for capital improvements
 - 5% for professional services
 - 3% for the direct cost of service delivery
- Experienced an average annual operating cost increase of 19%.
 - The largest increase in cemetery expenses occurred in 2021 and 2022 (36% per year). During this period, the District significantly invested in cemetery capital improvements, contractor site care, and professional services.
- Reported an average total income of \$690,000 per year.
 - The District's total income has declined significantly over the past five years, averaging a 31% year-over-year decrease.

Complete and fully reconciled 2024 financial reports were unavailable at the time of this financial analysis. A preliminary review of the 2024 data suggests that it may be an outlier year for revenue due to extraordinary events that have yet to be accounted for. As reported, the 2024 cemetery revenue is 78% higher than the cemetery's five-year average before any year-end accounting adjustments.

Cash Inflow - Operating Revenue Sources + Drivers of Growth

The following graph summarizes the District's revenue sources over the past five years.

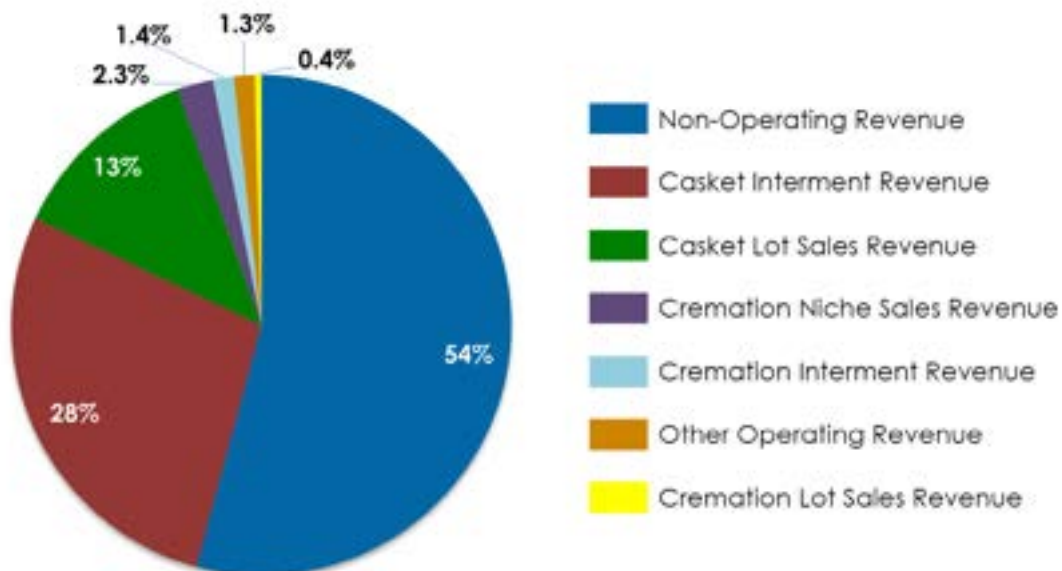


Figure 20: Distribution of District Revenue, from 2019-2023, Source: District Financial Records.

Pre-need sales revenue is an important contributor to the financial health of a cemetery. It contributes to short-term cash flow and long-term financial sustainability. An earlier pre-need sales contribution to an ECF usually provides more years of compound growth to the cemetery trust fund than an at-need sales contribution.

Over the past five years, 50% of casket lot sales, 35% of cremation lot sales, and 30% of niches sales were pre-need. This indicates that many community members purchase lots and niches before they need burial services.

However, the District has less than five years of sales remaining for most of its offerings, except for its cremation lots. Low inventory makes it challenging for the cemetery to continue offering pre-need sales at their current rate until new inventory is designed, developed, and installed.

Therefore, there is a risk that District revenue and income may decrease significantly due to the loss of pre-need sales revenue if it does not quickly add new inventory to sell.

Marketing is also essential to the long-term market capture and, consequently, the revenue growth for a cemetery. Community awareness and ongoing engagement with the cemetery site correlate to the likelihood that residents will choose to purchase a lot and be interred at their local cemetery.

The District actively promotes the cemetery, has a strong online presence, and regularly engages its community members by organizing special events at the cemetery.

Financial reports providing detailed information about the performance of different cemetery offerings are important to managers. It enables them to optimize the inventory the cemetery develops and maximize its revenue. It is also important for internal and external financial reports to be consistent, comprehensive, transparent, and reconciled against each other to ensure managers and staff make decisions using accurate information.

Operating revenue at cemeteries is most efficiently tracked using a specific chart of accounts structure in the operator's accounting software. This includes creating distinct accounts, account groups, and user-defined fields or project codes to track and report each sale or service by:

- Interment Type (casket lot, cremation lot, niche, etc.);
- Time of Sale (at-need/pre-need – before or after death) and
- Residency (of the individual who purchased the sale or service).

Tracking operating revenue by interment type is particularly important for the accuracy of financial forecasts. It enables planners to correlate future revenue to projected patterns in demand for casket burial versus cremation inventory and interment service options.

The District keeps exceptionally detailed records of its cemetery revenue. With time and effort, staff reviewed their records, located the necessary information, and provided revenue data for each category used in this plan's financial analysis.

However, the District's revenue account structure is not designed to track and easily report these categories automatically. This level of detail is not included in its annual profit and loss statements or its comprehensive yearly financial reports, which are available for stakeholder review.

There is an opportunity for the district to enhance the value of its financial data by streamlining and organizing its revenue account structure and annual reports into a more functional format based on interment type. This would provide stakeholders with more comprehensive and informative reporting.

Implementing this change would require the creation of a new account structure and/or account groups categorized by interment type. Most accounting software includes internal tracking codes, typically user-defined fields other organizations use to track purchase orders, work orders, or projects. These codes could also be adapted to identify transactions as at-need or pre-need and by resident and non-resident status.

This change would enable staff to better track the growing preference for cremation in the community and its effect on demand for the cemetery's various offerings. It would also allow staff to identify the extent of pre-purchasing and non-resident interest in the cemetery, measure their impact on revenue, and help the district plan for the loss of pre-sales revenue as inventory runs low.

Non-operating revenue is also common at cemeteries. The District has an array of non-operating revenue accounts. This includes all external funding sources for cemetery operations unrelated to inventory sales or services provided. It often consists of property tax subsidies, grants, donations, income from asset sales, and investment income.

Past recordkeeping may have made the District's non-operating revenue accounts appear administratively complex, but current reporting has significantly streamlined this structure. Today, all revenue is categorized into four categories: Property Tax Income, Interest Income, Cemetery Services Revenue, and Intergovernmental Revenue. This simplified structure enhances transparency, improves tracking, and aligns with governmental accounting reporting requirements.

Since this type of revenue is typically more irregular and less predictable than operating revenue, it is important to review it regularly for accuracy, analyze trends, and document the methodology and origin of each non-operating revenue allocation.

This analysis identified discrepancies between the figures reported in the District's annual profit and loss statements from 2019 to 2023 and the cash flow transactions recorded in the cemetery's reserve fund data. These discrepancies reflect a period of transition, during which new management, employees, and contractors worked to assess and improve District operations.

The five-year review captures both historically poor recordkeeping practices and the gradual implementation of improved financial processes. While many of the suggested improvements have already been implemented under current management, continued efforts in comprehensive reporting and documentation will further enhance financial forecasting accuracy and ensure alignment with the District's reserve policy and California legislation.

Increased transparency in non-operating revenue management and related cash flow transactions can be achieved through the creation of an internal report that includes the following:

- The total sales revenue reported in the annual profit and loss statement.
- The value and percentage of total sales revenue contributed to each of the cemetery's reserve funds each year.
- The realized and unrealized revenue each reserve fund earns, and the corresponding portion of the annual income withdrawn.
 - Interest revenue withdrawn from reserves should match and be reconciled with income reported in the annual profit and loss report.
- The rationale behind the interest amounts withdrawn.
 - Does the amount withdrawn reflect the cost of an extraordinary capital improvement in that year, or is it a set percentage of regular care and maintenance costs?
- Detailed notes about the source, methodology, and justification for all contributions, withdrawals, and extraordinary transfers between reserves each year.

Cash Outflow - Operating Cost Coverage + Expense Tracking

The following graph summarizes District expense sources over the past five years.

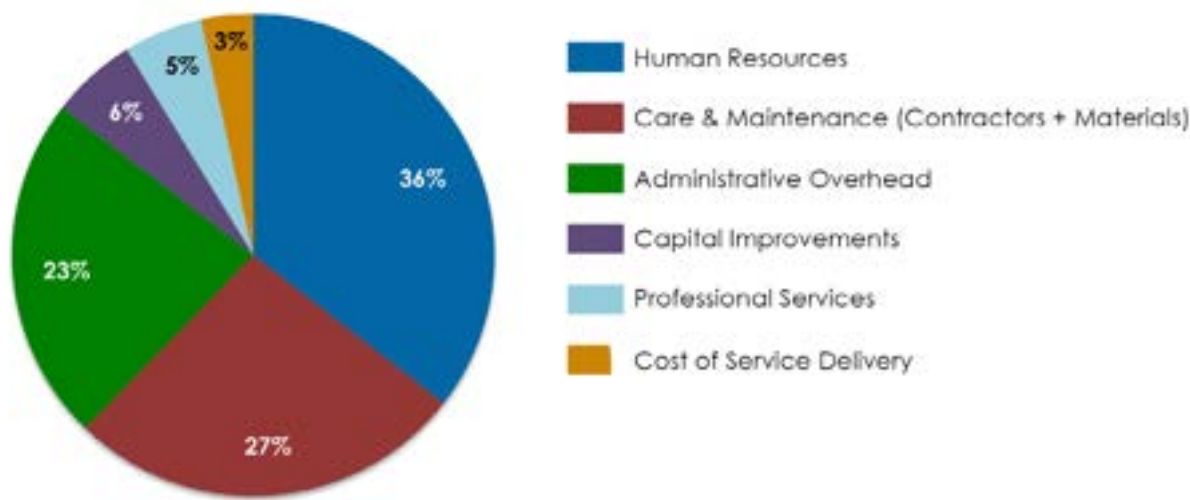


Figure 21: Distribution of District Operating Expenses, from 2019-2023, Source: the District's Finance Department.

From 2019 to 2023, the District's operating revenue from its sales and services covered 60% of its operating costs. This is on par with most municipal and district cemeteries, subsidized to some degree by allocations from other non-operating funds and regularly supported by local tax income.

The costs to operate a cemetery vary significantly depending on the size of the active area, the frequency of visitor activity, the skill and experience level of its staff, and the unique character of its landscape.

Large urban cemeteries and older, well-established cemeteries with 30 to 50 acres of fully developed and regularly maintained land typically cost between \$1 million and \$2 million per year to operate. In contrast, smaller rural cemeteries, ranging from 5 to 30 acres, generally have annual operating costs between \$100,000 and \$500,000.

Coachella Valley Public Cemetery is a 60-acre site, of which 29 acres have been developed. It has been averaging \$2,374,674 per year in operating costs. This is within the range of what we would expect for a municipal or district cemetery of this size- it is on par with its current operating cost of \$39,600 per acre.

There are likely further efficiencies and cost savings to be found by streamlining the cemetery's processes and introducing new technology into the District's operations. It could benefit from enhanced tracking and comprehensive analysis of staff time and material costs of its key operating tasks.

The best practice for tracking time, resources, and expenses at cemeteries includes creating distinct account groups or cost centers for the following three categories:

- Administration
- Service Delivery
- Care and Maintenance

The District maintains exceptionally detailed records of its cemetery expenses. After reviewing the cemetery's financial records with staff, it was possible to reasonably estimate which expense accounts, based on their descriptions, aligned with each cost group.

However, its expense account structure is not designed to automatically track or easily report expenses by these categories. As a result, the values in this analysis are approximations, which may reduce the accuracy of the cemetery's expense analysis.

This level of detail is not included in the District's annual profit and loss statements or its comprehensive yearly financial reports, which are available for stakeholder review.

It is imperative for a cemetery to track care and maintenance costs separately from other operating expenses. Doing so allows staff to extract and analyze care and maintenance expenditures more effectively and compare them to the revenue generated by the Endowment Care Fund (ECF).

This comparison helps determine how close the fund is to its stability point—the point at which it is large enough to generate sufficient income to fully cover the cemetery's ongoing care and maintenance costs in perpetuity.

Municipal and district operators allocate between 50% and 70% of their cemetery budgets to care and maintenance. Over the past five years, 27% of the District's operating costs were related to site care and maintenance. This is below the expected range for a cemetery of this size. While this may indicate exceptional maintenance efficiency, it could also suggest that not all maintenance costs were fully captured in this analysis.

The District can enhance the value of its financial reports by establishing three distinct cost centers and grouping accounts accordingly. This approach would enable more accurate expense tracking across key operational areas, improve performance assessment, and help identify opportunities for improvement.

Most importantly, it would provide a clearer picture of the ongoing care costs the ECF must support. This, in turn, would enhance the accuracy of future financial projections and sustainability assessments for the cemetery's ECF.

Financial Performance Assessment Summary

The District's financial performance aligns with that of comparable cemeteries across California. Most municipalities and districts run their cemeteries at an operating loss and support their operations to some extent with tax dollars. This is because cemetery revenue rarely fully funds its operating costs – much less its capital expenditures. Capital cemetery infrastructure and land development costs are almost always supported by a municipality or district's property or other tax revenues.

LEES+Associates has found that of the North American municipalities and districts it has assessed over the past decade, the majority prioritize supporting their cemeteries as a community service to their residents. They strive to improve their operations' financial performance to move towards break-even and eventually fully cover their operating costs. This strategy's main objective is to reduce the demand on the community tax base steadily.

The District is challenged in that it has limited inventory remaining available for sale. This constrains its ability to meet the potential pre-need sales demand in the community, expand its revenue streams, and maximize the value of its cemetery land.

The District's financial management and reporting system is very detailed and comprehensive. Recent improvements have simplified the system's structure, enhanced transparency, improved tracking, and ensured better alignment with governmental accounting reporting requirements.

Opportunities are available to the District to improve financial performance and presentation in the future. Streamlining, simplifying, and organizing the District's financial accounts structure into more functional data categories would save staff time retrieving information, facilitate better service to the community, and improve budgeting and future cemetery development decision-making.

In addition, an in-depth operations cost analysis would likely identify further system efficiencies to be gained, helping the District reduce its costs and help to close the current spending gap. This would entail an detailed review and examination of the District's time and material costs to complete its primary service delivery and site care tasks.

Exploring additional outsourcing opportunities, similar to the outsourced grounds and tree care, could help the District reduce costs. Some cemeteries have found it less expensive to outsource their interment service delivery. Should the Cemetery pursue this option, this evaluation should include a review of employee agreements and other contractual or legal obligations to determine the feasibility of alternative arrangements, and compliance with State regulations such as CalPERS.

PROJECTION - OPERATING FINANCIALS, STATUS QUO

This section envisions a scenario without material changes to the District's cemetery operations, policies, or practices.

On the revenue side of the equation, projections are affected by the expected number of families who choose to be interred in the cemetery and expected adjustments to the price of its offerings.

Revenue growth's primary drivers are the expected changes to the District's population, death rate, disposition, and interment trends. The expected population growth and increasing death rate (due to the upcoming passing of the Baby Boomer generation) are expected to significantly boost the cemetery's revenue over the next 10 years.

Cost growth is primarily related to inflation on the expense side of the equation.

The assumptions that apply to this forecast scenario include:

- The District's range of offerings, available funding sources, and other practices in its cemetery operations will remain the same as they have historically been from 2019 to 2023.
- The proportion of the total market served will not change significantly.
- Annual non-operating revenue will continue increasing at a conservative rate of 2% per year;
- Average annual operating cost increases will align with the historical inflation rate, averaging 2%.
- Contractor agreements will not include rate increases exceeding the inflation rate, averaging 2%.
- Prices will increase annually by an average of 2% to offset anticipated operating cost increases due to inflation.
- Additional inventory will be created to continue serving residents by developing more cemetery land as needed.

These scenarios do not include projections for new revenue streams adopted by the District, extraordinary operating costs, or new capital expenditures for developing land or updating its supporting infrastructure.

Introducing new offerings at the cemetery could attract more residents to the site. This and other initiatives to make the District's site and services more attractive could materially change the cemetery's future market capture rate and revenue.

The following graph summarizes the District's projected operating financial performance over the next 10 years in this status quo scenario.

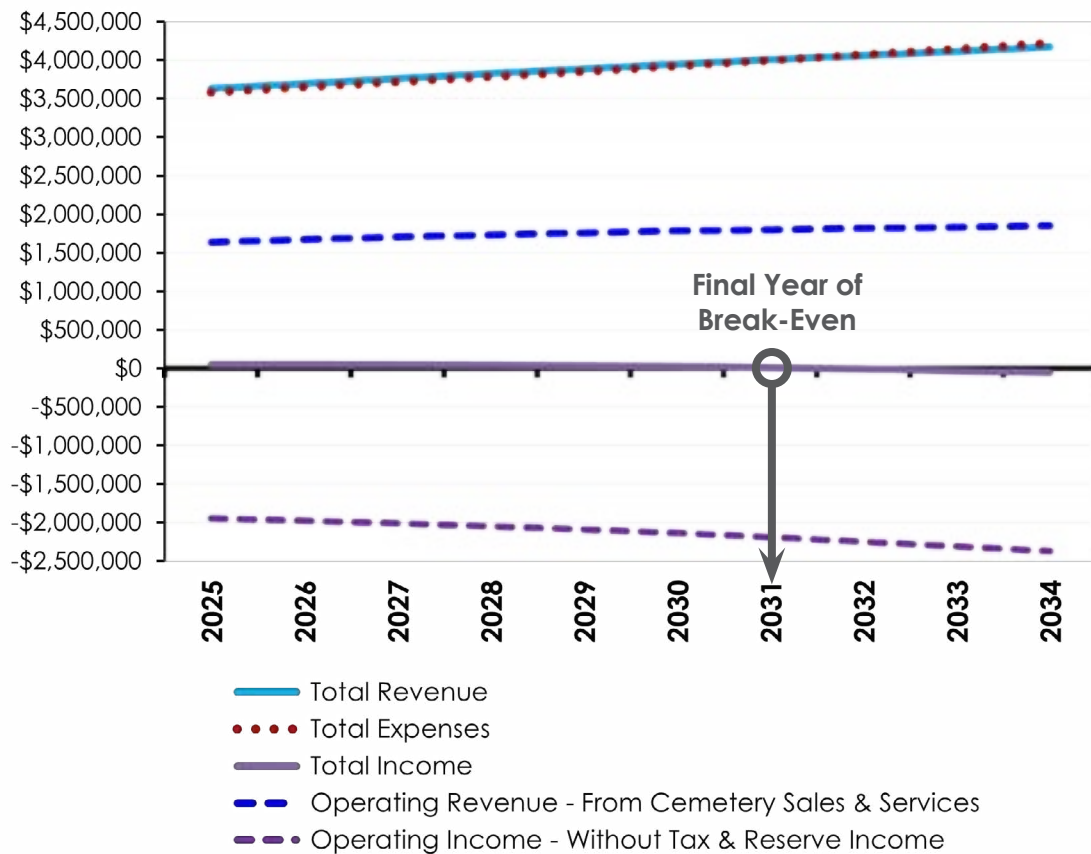


Figure 22: District Operating Financials – 10 Year Forecast, Status Quo Scenario, Source: LEES+Associates.

In this scenario, the District's operating revenue is expected to remain relatively stable, with a slow, steady growth to its operating revenue.

The District's operating revenue is trending upward due to demographic tailwinds that are expected to drive demand for inventory sales and services. However, a gradual decline in community preference for casket lots and casket burials presents a challenge. While this trend is less pronounced than in other communities—due to a strong local tradition—it still exerts downward pressure over time.

Unlike in other areas where revenue has sharply declined, the District's revenue remains stable, supported by population growth. However, broader socioeconomic shifts and declining religious affiliation are expected to have a long-term impact, albeit at a slower pace. While current revenue levels are not decreasing, this shift is limiting growth. Anticipated price increases help offset some of the effects, but the overall trend suggests a gradual erosion of financial stability, with the District eventually falling below its break-even point.

In this scenario, the cemetery is expected to continue breaking even at its current level of non-operating revenue support until 2031. After 7 years of status quo operations, the District must increase its non-operating revenue support to ensure the cemetery continues to break even.

A maximum cost increase is built into District contracts for grounds maintenance (5%) and arborist services (4%). If these contractors opted to use their maximum cost increases each year, then in the worst-case scenario, the District would cease to break even within 4 years by 2028.

Over the next 4 to 7 years, it could also take proactive measures to increase its operating revenue and/or decrease its projected operating costs.

Proactive measures could include:

1. Conduct a price benchmarking study to assess whether a one-time extraordinary increase in rates is feasible to
 - align with the typical market value for similar cemetery services and offerings in the region, and
 - fully recover the direct time and material costs of service delivery.
2. Implement an ongoing annual increase at a moderate rate (3% to 5%), slightly exceeding the long-term average inflation rate.
3. Increase community engagement and attract more visitors to the cemetery (after inventory levels are replenished) by
 - continuing to invest in promotions, highlighting heritage features, and hosting public events to enhance community connection, and
 - expanding and diversifying service offerings to align with community preferences, values, and religious and cultural traditions.
4. Encourage community members to pre-plan and pre-purchase cemetery inventory sooner (after inventory levels are replenished) by
 - developing and implementing a proactive marketing and pre-need sales strategy, and
 - establishing partnerships with service providers and community organizations to educate their members about the cemetery it services.
5. Identify opportunities to reduce operating costs by
 - conducting an in-depth cost analysis of cemetery operations to assess efficiencies in staffing, processes, and resource allocation, including evaluating tools that could reduce staff time on routine tasks, and
 - issuing an RFP to obtain cost estimates for outsourcing service delivery to third-party contractors.

HISTORICAL ENDOWMENT CARE FUND OVERVIEW

A key factor in the long-term viability of a cemetery is the adequacy of its Endowment Care Fund (ECF). Cemeteries typically allocate a portion of their sales revenue to the principal of a long-term investment fund (e.g., a trust or certificate of deposit) intended to fund cemetery care in perpetuity.

The obligation to fund a cemetery's care and maintenance begins at its establishment, continues through its active revenue-generating period, and extends long after the site is full and no longer generating revenue.

The ECF principal is expected to generate investment income, which may either be reinvested to compound returns or withdrawn annually to cover ongoing site care and maintenance costs.

Planning for a fully funded ECF involves projecting future investment income and maintenance costs when the cemetery is expected to become inactive. The ECF's future investment income must equal or exceed the projected maintenance costs.

Once the necessary investment income has been established, it becomes possible to determine the required ECF balance at the end of the active period and to calculate the appropriate revenue contributions needed over the cemetery's operational lifespan to reach that target.

Cemeteries are unique facilities governed by state legislation, typically requiring cemetery owners to provide perpetual care and maintenance. This legislation mandates that:

- Cemetery ECFs be managed conservatively.
- Access to the ECF principal is restricted, with investment income used exclusively for cemetery care and maintenance.

These regulations ensure that the ECF's investment income offsets inflation, allowing the fund to support higher maintenance costs in the future when sales revenue is no longer available.

Appendix A outlines California state legislation regarding care and maintenance funds for cemeteries.

ECF – Historical Performance

The following graph summarizes the historical performance of the District's Endowment Care Fund from 2019 to 2023. The ECF's historical end balance in this graph aligns with the left vertical axis. The investment income and maintenance costs align with the right vertical axis.

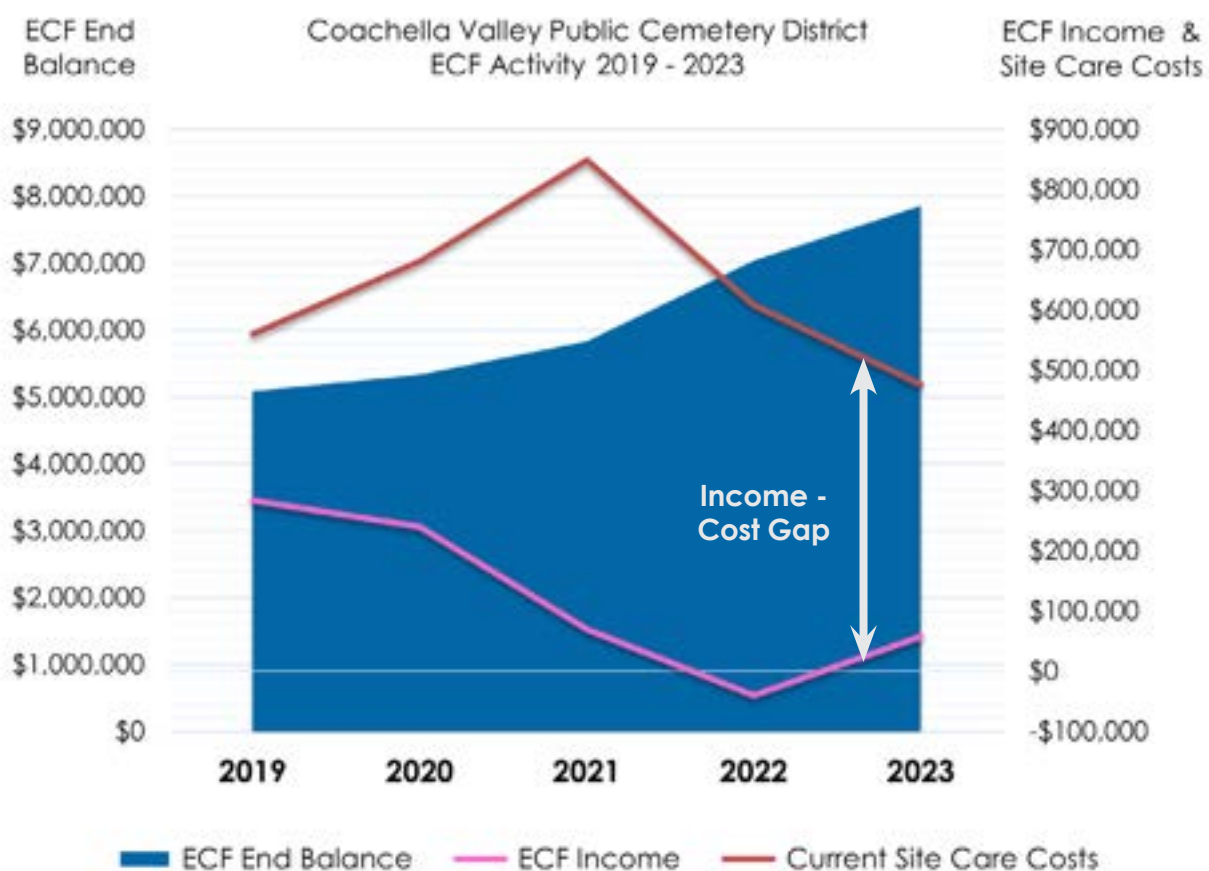


Figure 23: The District's ECF Activity, from 2019-2023, Source: LEES+Associates.

It is important for the District to prioritize reducing the income-cost gap.

This is the difference between the investment income earned by its ECF and the expected care and maintenance cost to maintain the site, at the level of care the District designates for its cemetery after it becomes inactive and no longer provides interment services.

The following table lists all the elements contributing to the District's Endowment Care Fund balance from 2019 to 2023.

Element	2019	2020	2021	2022	2023
Opening Balance	\$4,756,921.44	\$5,085,277.25	\$5,333,228.11	\$5,827,877.10	\$7,034,677.38
Annual Contributions	\$135,862	\$115,450	\$490,155	\$1,264,700	\$782,640
Investment Income Earned	\$283,057.72	\$239,710.96	\$69,207.65	\$(40,562.64)	\$57,635.80
Income Withdrawn	\$(90,563.78)	\$(107,210.10)	\$(64,713.66)	\$(17,336.72)	\$(16,474.27)
Interest Rate	6.0%	4.7%	1.3%	-0.7%	0.8%
End Balance	\$5,085,277.25	\$5,333,228.11	\$5,827,877.10	\$7,034,677.38	\$7,858,478.63

Table 8: The District's Endowment Care Fund Activity from 2019 to 2023, Source: The District's Finance Department.

Contribution Rates

As California State Legislation requires, the District contributes the required amount of cemetery sales revenue to its cemetery Endowment Care Fund.

Excluding extraordinary transfers from other reserve funds in 2022 and 2023, the value of the Districts' annual sales contributions has historically amounted to approximately 30% of the District's inventory sales.

Minimum contributions alone may not generate sufficient growth to sustain long-term site maintenance. Without additional funding, the ECF's value may not reach a level that generates enough income to cover ongoing maintenance costs, which could result in a gradual decline in the standard of care over time.

Some municipal and district cemeteries choose to contribute more than their state-mandated minimums to their ECFs in an effort to sustain reasonable maintenance levels over the long term.

Investment Income

Cemeteries often invest their ECF monies with a specialized professional organization that offers financial services such as:

- The Essential Planning Group – American Funeral & Cemetery Trust Services (<https://www.afcts.com/>);
- HB Actuarial Services, Inc. – Perpetual Care Adequacy (<http://www.perpetualcareadequacy.com/>);
- Guarantee Funeral Deposits (<https://gfd.org/>); and
- Funeral Services, Inc. (FSI) (<https://www.fsitrust.com/>).

The ECF principal is then expected to generate investment income (interest, dividends, etc.) either retained in the ECF to generate compound interest returns or withdrawn annually to pay for present-day site care and maintenance costs.

Historically, the most common investment income returns reported by cemeteries to LEES+Associates have usually been between 1% and 5% per year. The District's ECF earned an annual interest rate of 2.4% from 2019 to 2023. This rate is on par with the average rate of returns from an ECF typically received by municipal and district cemetery operators during this period.

It is common practice for cemeteries to withdraw some or all of their ECF investment income annually. However, cemeteries are increasingly adopting the best practice of retaining investment income within the ECF and deferring withdrawals until the fund is materially funded (>75%).

The primary reason for this approach is to take advantage of compound interest, which can accelerate the growth of the ECF, enabling it to fund the cemetery's future site care costs fully.

Over the past five years, the District has withdrawn, on average, an amount equal to 50% of its investment income earned by its ECF annually while retaining the balance within the fund.

Maintenance Cost Coverage

The ECF's investment income must exceed the cemetery's care and maintenance costs to be sustainable. An ECF is adequately funded when its projected end balance is expected to generate sufficient income to cover its future care and maintenance costs by the time it is projected to become inactive and no longer selling lots.

The District's current estimated care and maintenance costs exceed the value of the ECF's annual income. From 2019 to 2023, the District recorded an average of \$634,565 per year in cemetery care and maintenance costs, and the ECF's investment income averaged \$121,810 per year. This is 20% of the cemetery's average care and maintenance costs.

Fortunately, maintenance work usually decreases when a site becomes inactive due to fewer community members visiting, and there are reduced community expectations for the standard of site care. Consequently, site care costs for a future inactive cemetery site are expected to decrease in proportion to the decline in use. The standard practice in ECF planning is to assume that the costs to care for the cemetery in the future when the site becomes effectively inactive (no longer selling graves or accommodating new services), will not be any less than 50% of the expected cost, at its current level of care. This is assumed to be the cost for the minimum level of care at an inactive cemetery.

The best practice for planning the future care of inactive municipal cemeteries is to proactively accelerate ECF growth to a balance that will generate an adequate income to cover the site's care costs at a higher than minimum level of care, with a 'risk management buffer' to account for extraordinary costs (to repair unforeseen damage due to weather, vandalism, etc.).

Cities often maintain inactive cemeteries at the same level as their parks to encourage ongoing use and visitation by community members of these sacred cultural heritage landscapes. Ultimately, the level of care the District chooses to maintain its cemetery when it becomes inactive is a philosophical choice based on the District's vision and preferred long-term use of these lands by its community members.

The District should, at a minimum, plan to maintain its cemetery at a level that will ensure public safety, accessibility, and an aesthetic that preserves the dignity of the site and is appropriate to the memory of community members buried here.

PROJECTION - ECF STATUS QUO

In this section, we continue with the analysis of the Status Quo Scenario for the cemetery – this time explicitly examining the long-term trajectory of the District’s ECF.

This scenario maintains the same assumptions as the Operating Financials projection while incorporating the following additional assumptions for the ECF forecast:

- The District’s ECF reserve fund policies and practices will remain unchanged.
- The District’s annual contributions and investment income withdrawals will continue at the same average rate reported for the past 5 years.
- ECF interest rates will continue to average 2.4% per year, consistent with the returns earned over the past 5 years.

The following graph summarizes the projected position of the District’s ECF over the next 50 years under this status quo scenario. This graph’s projected ECF end balance aligns with the left vertical axis. The projected investment income and maintenance costs align with the right vertical axis.

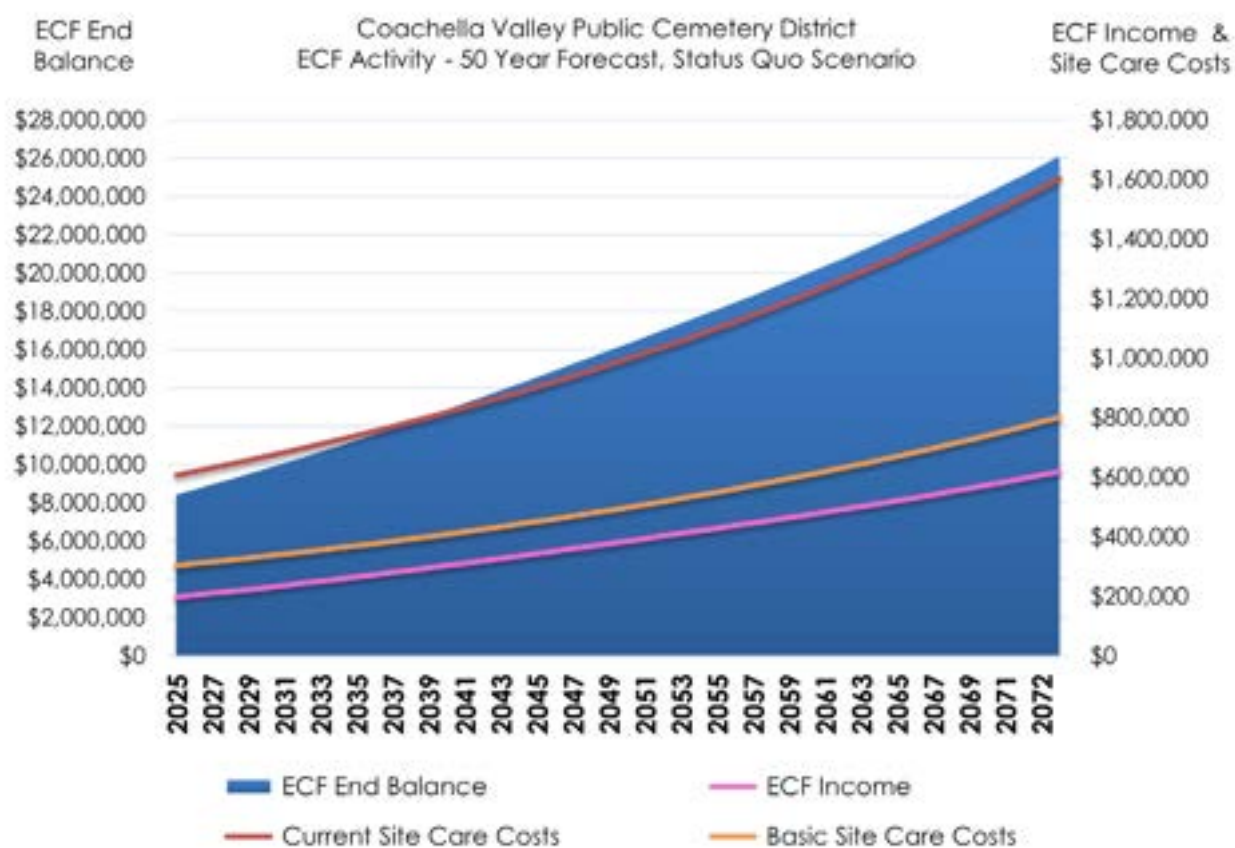


Figure 24: The District’s ECF – 50 Year Forecast, Status Quo Scenario, Source: LEES+Associates.

This provides a long-term snapshot of the ECF's status. In this scenario, the District is assumed to continue developing additional land and serving the community well beyond the forecast horizon. However, a 50-year projection is the maximum period for an ECF analysis with reasonable precision, as projections beyond this timeframe become significantly less certain.

In 10 years, the ECF is projected to reach a balance of \$10,960,000 and generate investment income of \$265,000 per year. By comparison, the current site care costs (amplified 3% per year by inflation) are expected to increase to \$725,595 annually during the same period.

In 50 years, the ECF is projected to reach a balance of \$26,100,000 and generate investment income of \$631,000 per year. By comparison, the current site care costs (amplified 3% per year by inflation) are expected to increase to \$1,600,000 annually during the same period.

Therefore, in this scenario, the ECF is projected to generate enough interest income to cover only 39% of costs at its current level of care in 50 years by 2072.

ECF GROWTH STRATEGY

The following table summarizes common strategies to enhance the ECF and improve a cemetery's long-term sustainability. This is not a menu of recommendations but a list of potential strategies. Some or all of these options may be implemented to achieve a better-funded and more resilient ECF.

1	Retain and Compound Interest Income.
<ul style="list-style-type: none"> • This strategy entails a municipality or district choosing not to withdraw any investment income from ECF to offset current site care costs and to drive the compound growth of the fund's monies. • The District is withdrawing an average of 50% of the annual investment income earned from its ECF. Ideally, it would accelerate its ECF growth by decreasing the investment income it withdraws from the fund each year. 	
2	Substantially Strengthen the Principal.
<ul style="list-style-type: none"> • This strategy entails directly increasing the principal and future interest income by making extraordinary, fixed contributions to the ECF from a general tax fund, a discretionary reserve fund, community donations, or an asset sale. • This is the most potent tool the District has in the short term to increase the growth of the ECF. The contribution size depends on how quickly the District wishes to make the cemetery's site care financially self-sustainable. 	

3	Increasing the Annual Interest Rate of Return.
<ul style="list-style-type: none"> • This strategy entails comparing the available professional organizations offering financial services and researching the range of instruments available for cemetery operators to invest their funds reliably and conservatively while generating a better return. • The District's historical investment income rate is on par with the rate of return earned by similar cemeteries' ECFs. However, there may be greater earning potential than is being realized from this fund. Some cemeteries in North America have been able to earn consistent returns as high as 5% over the past five years. • It is important for the District to maximize its potential returns to fund the cemetery's ever-increasing, perpetual care costs fully. Therefore, it is important for ECF's investment portfolio to be regularly reviewed and growth opportunities to be explored within the parameters of the District's investment policies. 	
4	Increasing the Percentage of Sale Contributions.
<ul style="list-style-type: none"> • This strategy entails increasing the portion of the cemetery's total sales revenue allocated to the cemetery's ECF above the minimum required by State legislation. • This would be an ideal strategy for the District to implement, as it consistently exceeds break-even at its current level of non-operating revenue support. This would effectively convert current supplementary net income into additional contributions to the cemetery's reserve funds – accelerating their growth. 	
5	Increasing the fees for the Cemetery's inventory.
<ul style="list-style-type: none"> • This strategy entails increasing total revenue by increasing the fee per sale and the ECF contribution for each sale. • Increasing prices, including the endowment care fees- would help increase the value of the District's annual sales contributions to the ECF. 	
6	Decrease care and maintenance costs and mitigate increases from inflation.
<ul style="list-style-type: none"> • This strategy entails proactive cost control measures that examine and identify the most effective and efficient means of delivering the minimum standard of expected site care. • A cost analysis of the District's care and maintenance model may identify savings from changing service contractors or transferring site care to District staff. 	

Table 9: Common Strategies to Accelerate Endowment Care Fund Growth, Source: LEES+Associates.

The following graph illustrates the projected position of the District's ECF over the next 50 years under a scenario where no investment income is withdrawn. The projected ECF end balance corresponds to the left vertical axis, while the projected investment income and maintenance costs align with the right vertical axis.

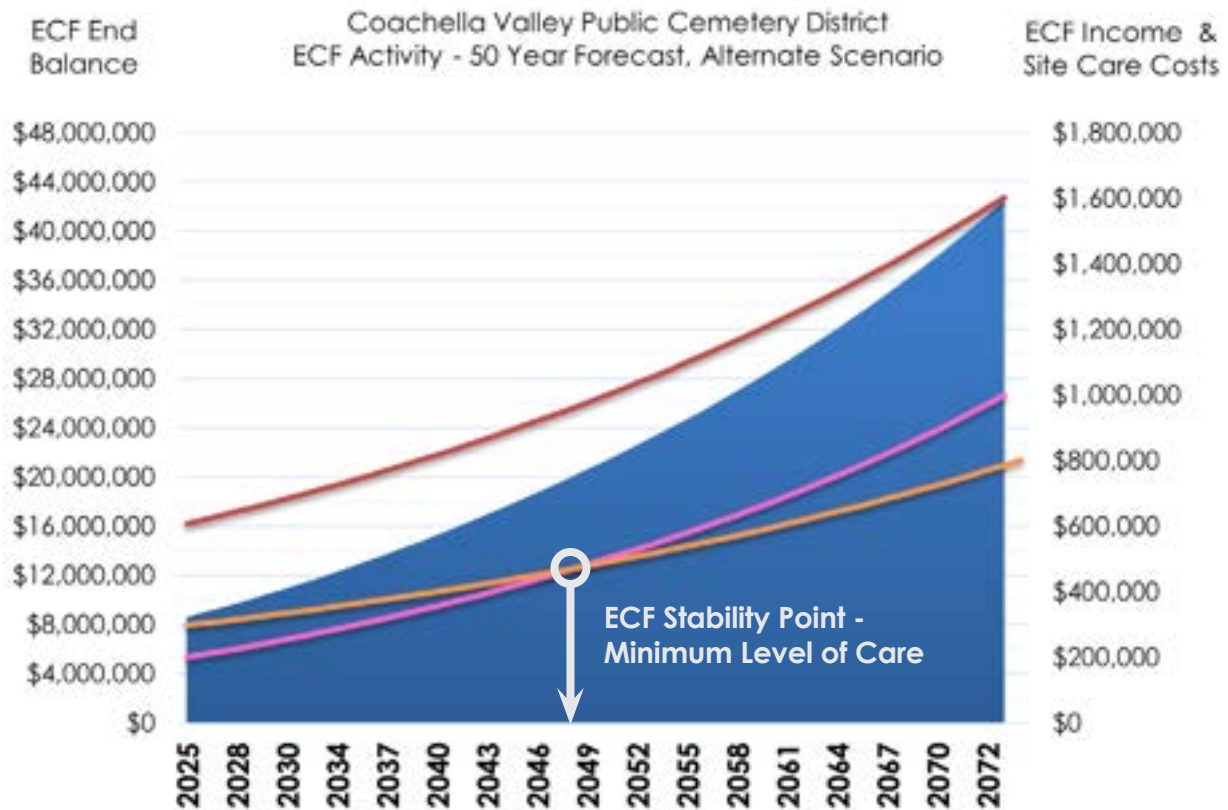


Figure 25: The District's ECF – 50 Year Forecast, Alternate Scenario, No ECF Income Withdrawals, Source: LEES+Associates.

This analysis finds that if the District stopped withdrawing the ECF's investment income and took no other measures to accelerate ECF growth, the fund would grow large enough to fund 50% of care and maintenance costs within 26 years by 2050.

If this scenario continued for 50 years, the fund would grow large enough to cover 62% of care and maintenance costs by 2072. The minimum threshold for the ECF to independently support the cemetery at a basic level of care is 50% of the current maintenance costs.

To implement this strategy, the District must replace the ECF investment income used to support cemetery operations. This could involve various strategies to increase operating revenue, such as price adjustments, a pre-need sales strategy, or investments in community engagement. Alternatively, the District could significantly increase non-operating revenue sources to support the cemetery.

RESERVE FUNDS OVERVIEW

Active Reserve Funds

At the end of 2023, the District's financial records indicate that it has approximately \$15,361,600 in its reserve funds. This includes \$7,858,500 in its Endowment Care Fund and \$7,503,100 in its other active reserve funds.

The District has four active reserve funds: the ECF and the following three reserve funds.

- **Chandler General Fund** – This reserve is also called the General Fund in the annual budget report. This is the primary pre-need and operating reserve for the cemetery.
 - The end balance of this fund reported for Dec 31, 2023, was \$6,428,358.
- **Chandler Endowment Interest Fund** – This reserve holds the historic investment income earned by the cemetery's Endowment Care Fund.
 - The end balance of this fund reported for Dec 31, 2023, was \$1,041,158.
- **Chandler Capital Outlay Fund** – This reserve is called the Capital Project Fund in the annual budget report. The District reports the existence of this fund in its Reserve Policy. It defines its purpose as funding the replacement of capital facilities necessary to maintain the desired level of service.
 - The end balance of this fund reported for Dec 31, 2023, was \$33,575.

Inactive Reserve Funds

Over the past five years, the District reported seven other reserve fund accounts in their financial records.

In 2022, the monies in these funds were transferred into the four active reserve funds listed above. These inactive reserve funds included the following:

- **Wells Fargo General Fund** – It is assumed that monies in this fund were transferred into the Chandler General Fund in 2022.
 - The balance of this fund when it was transferred in 2022 was \$300,147.
- **Wells Fargo Endowment Care Fund** – This reserve held the cemetery's endowment care funds until 2022, when the monies in this fund were moved to the Chandler Endowment Care Fund.
 - The balance of this fund when it was transferred in 2022 was \$5,919,946.
- **Wells Fargo Endowment Interest Fund** – This reserve received the investment income earned by the ECF to separate these accessible monies from the restricted principal in the ECF. It is assumed most of the monies in this fund were moved to the Chandler Endowment Interest Fund in 2022.
 - The balance of this fund when it was transferred in 2022 was \$1,080,577.

- **Wells Fargo Pre-need Interest Fund** – This reserve received a portion of the income earned from the cemetery services pre-purchased by residents before their delivery.
 - The balance of this fund when it was transferred in 2022 was \$1,115,420.
- **Wells Fargo Pre-need Fund** – This reserve received most of the income from pre-purchased cemetery services.
 - The balance of this fund when it was transferred in 2022 was \$3,996,536.
- **Wells Fargo Pre-need Endowment Fund** – This reserve received a portion of the income earned from the cemetery services pre-purchased by residents before their delivery. The monies in this fund appear to have been moved the Endowment Care Fund in 2022.
 - The balance of this fund when it was transferred in 2022 was \$1,136,005.

There appears to be a discrepancy in the reserve fund data reported and provided for financial analysis. There is a difference of \$483,000 between the cash outflow and inflow reported for its reserve funds.

The total value of the money reported to be transferred from inactive funds at the end of 2022 was \$7,662,714. The total value of the monies reported to have been received by the active funds after amalgamating was \$8,145,562.

Overall, the District is exceptionally financially transparent and detailed in its reporting.

RECOMMENDATIONS - FINANCIAL PLAN

The primary outcomes of the recommendations in this Financial Analysis and ECF Strategy are expected to:

1. Refine the District's financial systems so they provide more helpful information for the planning and decision-making that affect the performance and sustainability of its cemetery operations;
2. Optimize the funding of the cemetery's operations and future development and
3. Guide how the District can accelerate the growth of its ECF and ensure the cemetery's long-term financial sustainability.

To achieve these goals, the District needs to implement the following recommendations:

Revenue Growth

- Undertake a price benchmarking study to determine an appropriate one-time price increase that would align fees with the typical market value for similar regional offerings and fully recover the direct time and material cost for delivering services.
- Implement an annual fee adjustment process based on documented cost increases to ensure fees remain aligned with the actual cost of service delivery while maintaining financial sustainability.
- Conduct an annual cost review to assess expected operating cost increases, including inflation, planned salary adjustments, and contractual rate increases (which range from 2% to 5%).
- Adjust fees annually based on this review, ensuring that any increase reflects actual cost trends rather than a fixed percentage increase.
- Prepare a brief annual reconciliation report demonstrating how the adjustment offsets rising costs and supports the cemetery's ability to maintain its level of non-operating revenue or reduce tax support over time.
- Continue conducting a comprehensive fee study every three years to ensure long-term alignment with service costs and compliance with Proposition 26.
- After the District develops more inventory, it increases operating revenue and ECF contributions by increasing the community members it serves. This includes:
 - Diversifying and personalizing the cemetery's services and offerings in a way that appeals to community members' preferences.
 - Develop a marketing plan to increase community awareness of the cemetery. Invest in new events at the cemetery to increase community engagement.
 - Develop and implement a proactive pre-need sales strategy to move up the time when community members purchase their cemetery lot, niche, markers, etc.
 - Develop partnerships with service providers and community organizations to educate their members about the cemetery and the services it provides.

- Revise and streamline the District’s revenue account structure. To enhance revenue tracking:
 - Add new accounts and account groups to track all primary sales and service revenue by Interment-Type (casket lot, cremation lot, niche, scattering, etc.).
 - Add supplementary tracking codes in the accounting system to report revenue by the time of sale (at-need/pre-need) and residency of the community member.
- Track how the District’s price increase compares to those at cemeteries in neighboring communities over the next five years. Monitor public reaction and track any significant changes in the number of cemetery sales in response to these price increases.

Cost Management

- Revise and streamline the District’s expense account structure. To enhance cost management:
 - Group all regular cemetery operating expenses by three primary cost centers: Administration, Service Delivery, and Care & Maintenance.
 - Compare care and maintenance costs (once tracked as a cost center) to the ECF’s annual investment income. Monitor the progress towards the ECF stability point.
 - Create a supplementary expense group for non-cash expenses (depreciation and bad debt) and extraordinary and irregular costs incurred.
- Enhance the tracking of District costs. Undertake an updated cost analysis to identify potential improvements and efficiencies to be gained and reduce costs. This includes:
 - Reviewing costs and ensuring accurate allocation across the three new cost centers.
 - Identifying direct costs for each service, supported by timesheets, resource tracking forms, and receipts.
 - Obtaining quotes from third-party contractors for interment services and comparing them to in-house costs.

Endowment Care, Fund Assessment and Long Term Strategy

- Reduce the amount of ECF investment income withdrawn each year, retaining as much as financially feasible to enable compound growth.
- Simplify administration and pricing by listing lot and niche prices inclusive of the ECF contribution. Shift from fixed fees to a consistent percentage of each sale (e.g., 40% for lots and 20% for niches) to streamline contribution calculations.
- Consider making extraordinary, fixed contributions to the ECF from general tax funds, other reserve funds, community donations, or asset sales to accelerate its growth.
- Conduct an internal audit of all reserve funds and update the District’s Reserve Fund Policy to define the purpose and methodology for managing each active reserve fund.

- Improve transparency in the reserve fund activity by:
 - Creating an internal report that tracks all active reserve funds, detailing annual start and end balances, regular sales contributions, income earned, withdrawals, extraordinary transfers, and the rationale for each transaction.
 - Reconciling the new stand-alone reserve report with the investment income reported as revenue in the annual profit and loss statements.
- Consider periodically reviewing professional organizations that offer investment management services for the ECF as part of a best business practice known as “Going to Market.” This approach allows the District to proactively assess whether its current investment management strategy remains competitive while ensuring compliance with state legislation. While the District’s current service is delivering acceptable returns in line with other cemeteries, our analysis indicates that some care funds are achieving higher performance—up to 5% in certain cases. A periodic review of available options can help ensure the District is optimizing returns and receiving the best value for its investment.
- Consult independent financial advisors in California specializing in pension assessment services.
- Reassess this financial plan in five years to evaluate community response to new practices, pricing, offerings, and other changes implemented as a result of this report.

CONCLUSION

The District runs a moderately strong cemetery operation. It has consistently covered 60% of its ongoing operating costs through its sales and service revenue, with minimal increases to its annual non-operating revenue.

Its historical financial performance has been above average compared to similar cemeteries across North America, and its future financial trajectory looks positive.

The demographic trends in the District's market area provide momentum and demand for its services. This is expected to accelerate the cemetery's revenue growth, provided the District responds quickly to community demand for new inventory by developing its land and installing new interment and memorial spaces.

The District's financial outlook is also challenged by declining revenue from its casket lot sales and burial service, inhibiting its operating revenue growth. To address this, the District must proactively invest in attracting community members who increasingly prefer cremation interment and memorial options.

It is expected to continue breaking even at its current level of non-operating revenue support for the next 7 years.

Additional measures to increase prices, sales, and service volume, add new revenue streams, improve operational efficiencies, and reduce operating costs will be necessary for the District to continue maintaining its current level of financial sustainability. Otherwise, by 2031, the District must significantly increase its supplementary non-operating revenue to continue its operations.

The District's most significant financial challenge is the long-term sustainability of its Endowment Care Fund. At its current rate of growth and rate of return, it is not expected to reach a level that could independently fund the cemetery's ongoing site care and maintenance costs at its current level of care within the next 50 years. A broad array of measures is available to accelerate the District's ECF to a self-sustainable size, which can be relied upon to provide a sufficient annual return to pay for the cemetery's ongoing care and maintenance in perpetuity.

To clarify the District's ongoing financial performance and measure the success of this financial plan's recommendations, it would benefit from improved tracking and accessibility of its financial records and reporting practices.

As staff compiled data for the master plan, they identified inconsistencies in historical records and promptly resolved them, enhancing the accuracy and comprehensiveness of the cemetery's financial records. Addressing these issues as they arose improved data quality, streamlined the process, and made financial records more accessible and reliable for future use. These enhancements will also improve the timeliness of future reports, better support planning and land development decisions, and enable prompt course corrections.

Achieving transparent financial reporting, maintaining a positive operating income, and growing a healthy ECF require a multifaceted approach. It will involve a range of initiatives that align the District with the best practices for financial management among North American cemeteries.

Chapter 6: Implementation Plan



CONCEPT DESIGN

The Cemetery has approximately 20 acres of undeveloped land available for expansion. The 10-Year Conceptual Plan presented here was informed by comprehensive site analysis, staff and public input, and the findings from the Cemetery Market Assessment. The plan assumes the District retains all of the remaining expansion lands, developing them into a mix of in-ground casket burial, cremation options, and memorialization spaces.

The plan demonstrates several customizable decisions and configurations. This methodology allows the Cemetery to explore various spatial arrangements and corresponding cost implications. This flexible approach ensures the final design aligns with the District's goals and priorities.

Cemetery-Wide Improvements

This section describes the cemetery-wide improvements recommended in this Master Plan, and is laid out under the following headings:

- Access and Wayfinding
- Landscape Character
- Amenities
- Operations and Administration
- Interment and Memorialization

Access and Wayfinding

To enhance the cemetery's presence, and to improve access and circulation for both vehicles and pedestrians, the following is recommended:

- Create a newly designed, more prominent entrance near the proposed administrative complex along 52nd Avenue. This will improve the cemetery's visibility from the road, with a new entrance sign or arch.
- Continue the existing decorative low stone wall and column topped with a rail fence to create a cohesive frontage to the cemetery and to help signify the transition from public to sacred space.
- Update the current cemetery map and consider integration with CemSites.
- Install an information kiosk at the new cemetery entrance. The kiosk should include an updated cemetery map, notice board for important notices like upcoming events and services, cemetery hours and regulations, and key cemetery contact details. Consider adding features like a touch screen for finding loved ones and printed maps for visitor convenience.

- Enhance wayfinding by installing prominent landmarks at the end of key visual corridors throughout the cemetery. Certain religious icons and statues, such as Jesus and Our Lady of Guadalupe, are noted to positively influence sales and may be used as landmarks.
- Consider installing vertical section markers for each area to improve visibility and simplify navigation.



Figure 26: Entry Gate, Source: Elk Falls Cemetery



Figure 27: Existing Decorative Fencing

Landscape Character

- Plant additional trees in the newer sections of the cemetery to increase shade and to continue the aesthetic found in other areas of the cemetery.
- Plant additional trees along the cemetery's edges to help screen the adjacent properties.

Amenities

- Repurpose the current administrative building into a ceremonial hall, with a flexible indoor and outdoor ceremonial space.
- Add seating in each section of the cemetery to allow visitors to sit near graves of special meaning to them and to offer frequent rest spaces. Provide additional washrooms that can be accessed by the public during ceremonies and events or during regular working hours.
- Provide additional parking areas throughout the cemetery, including accessible spaces that are ADA compliant.

Operations and Administration

In order to facilitate easier operations and maintenance of the cemetery the following is recommended:

- Transform the current financial and operations area into a unified administrative complex, including a newly designed, more prominent entrance.
- Consider whether to expand the existing executive building to also accommodate administrative staff or construct a new combined financial and administrative office building.
- Consider whether to retain the existing operations yard or repurpose the building into a ceremonial hall and relocate the operations yard to the southwestern boundary of the site.

Interment and Memorialization

The following section describes the interment and memorialization options proposed for the expansion areas.

- Infill the area between the existing columbarium and veterans memorial plaza with a cremation garden and ceremonial space.
- Add new cremations gardens with a variety of cremation interment options to be developed in phases as the demand increases and to accommodate the potential changing preferences of families in the future.
 - Design for cremation gardens should include shade structures and tree plantings.
 - Each cremation garden should be site-specific, with materials and colors that complement the overall cemetery landscape and maintain visual consistency throughout the grounds. Typically, cremation gardens feature a columbarium, scattering garden, ossuary, and memorial wall, along with ample seating and plantings that offer seasonal interest.
 - To ensure a cohesive cemetery design, columbaria units should not be installed as standalone structures. Instead, they should always be part of a cremation garden, creating a meaningful and attractive environment that will enhance user experience and demand.
- Consider incorporating glass-fronted niches for displaying memorial items and larger niches as premium offerings. Note that glass-fronted niches require regular maintenance, are vulnerable to damage, and can become visually inconsistent.
- Enlarge and reshape the existing water retention pond to create a looping walking path that provides various gathering spaces that can accommodate intimate celebrations of life and moments of rest or contemplation. Enhance the landscape by introducing naturalized plantings around the pond.



Figure 28: Existing Columbaria



Figure 29: Glass-Fronted Niches

- To maintain consistency with the existing interment layout, expansion will follow the traditional cemetery design, specifying flat markers and consistent grave orientations. Rows of in-ground cremation lots will be integrated into the layout to offer a variety of interment options.
- Develop all future burial sections exclusively with double-depth casket lots to maximize space efficiency and accommodate long-term needs.

10-Year Conceptual Plan

As part of this design, the existing administrative office is repurposed into a ceremonial hall, offering flexible indoor and outdoor gathering spaces. The main entrance is relocated to the west, forming part of a new administrative complex that improves site circulation and wayfinding. In this design, the entrance is a straight linear approach that aligns with existing cemetery road network. This design provides a clear visual axis that provides an unobstructed sightline from the main entrance to the far side of the site. An optional additional entrance along the western boundary offers additional access for visitors and operational needs.

To better accommodate administrative, financial, and management functions, the plan proposes demolishing the existing financial office and replacing it with a modern, consolidated facility. The current administrative office, approximately 3,000 square feet, is undersized, with inadequate parking, limited private areas for staging and confidential discussions with families. The financial and managerial teams currently operate from a separate 3,000-square-foot building with informal gravel parking that can accommodate four to eight vehicles. To address these challenges, a new, integrated office building of approximately 9,000 to 10,000 square feet is recommended, providing dedicated space for all administrative functions with convenient visitor parking adjacent to the main entrance.

The existing operations building is retained in this design, with the operations yard and staff parking positioned between the new office building and the operations facility. A secondary entrance for staff and service vehicles enhances efficiency while maintaining a functional separation from visitor traffic.

This design includes additional parking across the main entrance road, strategically located next to existing burial sections. A cremation garden is proposed in future phases, along 52nd Avenue, enhancing the cemetery's frontage with a thoughtfully designed, landscaped memorial space.

Burial expansion would extend west, continuing the existing section layout. A potential columbaria structure is suggested along the central axis to provide a balanced and symmetrical design, complementing the existing columbaria along the eastern boundary.

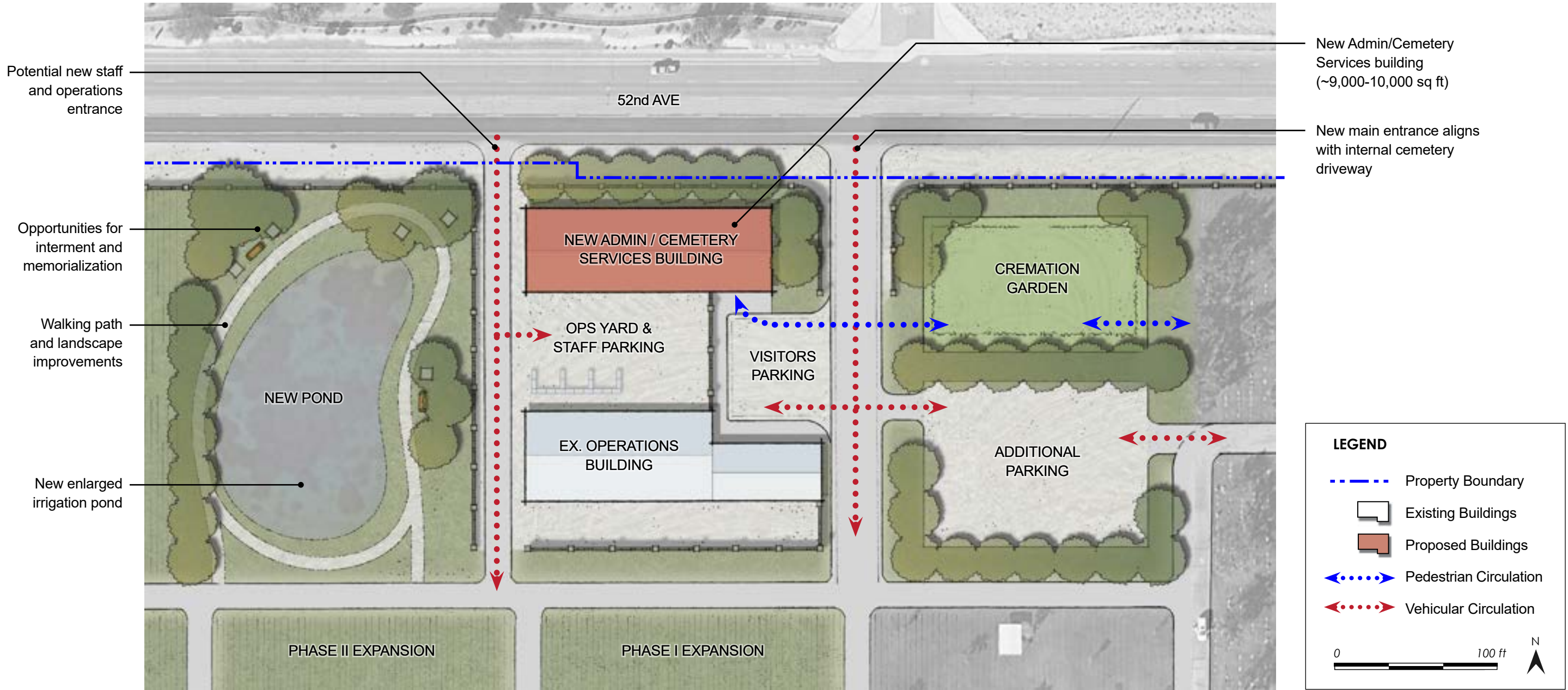
The cemetery's irrigation pond is expanded and naturalized, incorporating a looping walking path with gathering spaces, resting areas, and optional memorialization nodes.

Based on conservative estimates, this plan is expected to support approximately 17-19 years of additional casket sales, assuming current trends continue. Cremation interment capacity is planned through a combination of infill development and expansion into new areas. Depending on the design, this approach can accommodate cremation demand for over 100 years based on current trends.

10-Year Conceptual Plan - Overall Plan



Admin Complex - Concept Plan



Phasing

The following table summarizes the size of the expansion land available to be developed and the additional inventory this space could provide per phase.

Phase	Area (acres)	Inventory Density	Potential Added Inventory	Projected Sales per Year	Potential Added Years of Sale
Phase 1	4.75	500 lots per acre	2,375	510	4.5
Phase 2	4.75	500 lots per acre	2,375	510	4.5
Phase 3	5.75	500 lots per acre	2,875	510	5.5
Phase 4	4.75	500 lots per acre	2,375	510	4.5
Total Casket Lot Sales Supply					17 - 19 years

Table 10: Estimate of the Cemetery's expansion capacity by phase for the 10-Year Conceptual Plan, Source: LEES+Associates.

Phase 1 (1 - 5 Years)

The first phase of development addresses the urgent need to develop casket lot inventory. This phase of development is a high priority item and this design recommends a similar burial expansion area in Phase I. Expansion of the columbaria garden begins in this stage. Another key highlight of this phase is the new main entrance and the formation of the new administrative complex. These improvements would include demolition of the existing executive building, and construction of the new roadway and combined financial, managerial, and administrative offices.

Phase 2 (5 - 10 Years)

This phase includes the continued expansion of burial areas towards the west, as well as the enlargement and naturalization of the irrigation pond. A looping walking path will be added, featuring seating areas and potential interment and memorialization options along the way. Additional parking for the administrative complex will also be developed. The old administrative offices will be refurbished into a ceremonial hall, offering both indoor and outdoor spaces. Finally, the remaining portion of the columbaria garden will be completed, connecting the existing columbaria structure to the memorial area via a shaded walkway, lined with interment and memorialization options.

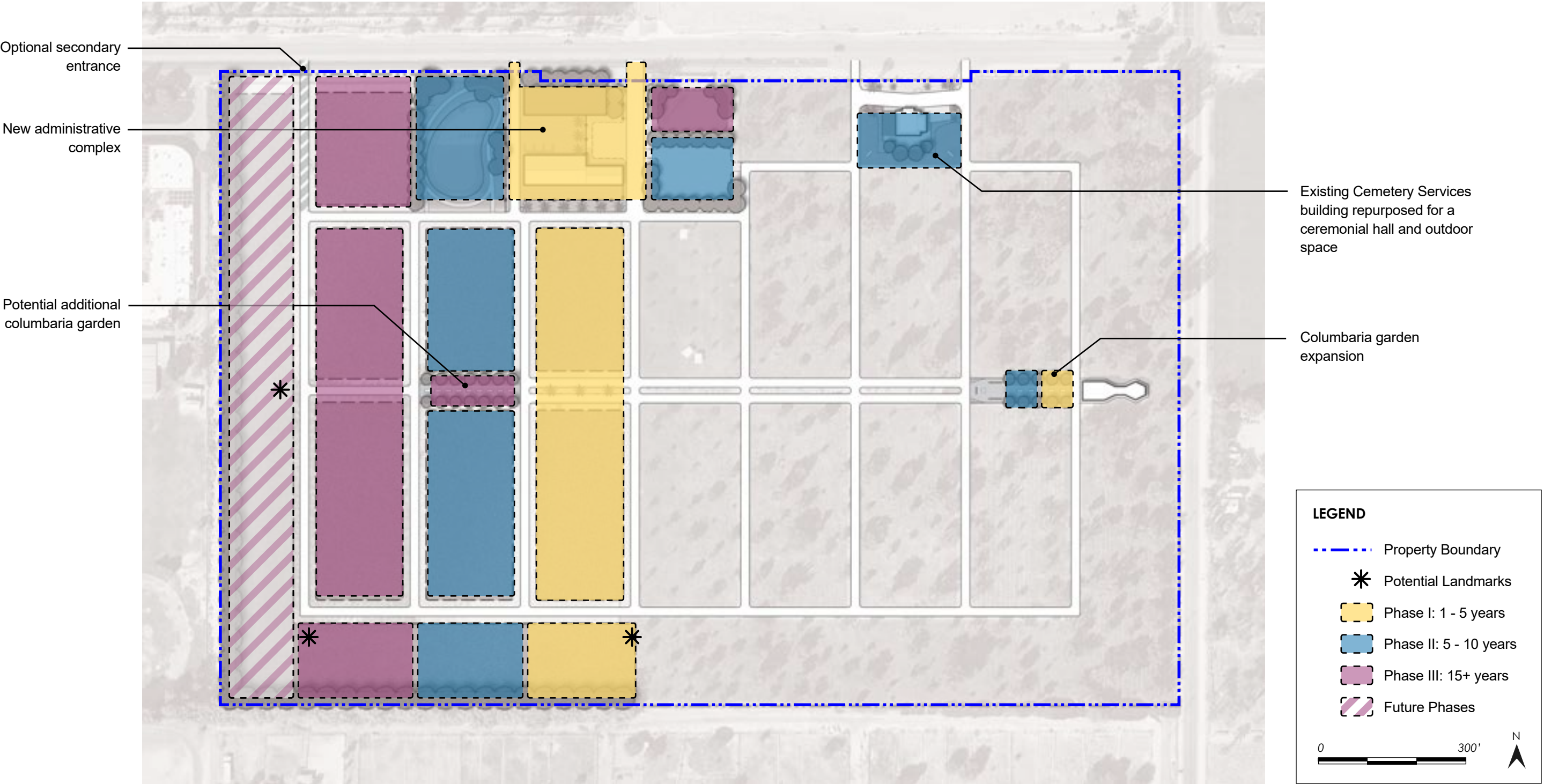
Phase 3 (10 - 15 Years)

Close to 5 acres of additional burial areas would be developed in this phase. Depending on community needs, the cremation garden can begin to be developed, intended to mirror the existing columbaria garden to the east. The cremation garden along 52nd Avenue can also be developed in this stage.

Future Phases

The western-most portion of the cemetery will be developed.

10-Year Conceptual Plan - Phasing Diagram



Costing

The following table summarizes the costs for the 10-Year Conceptual Plan by phase for budget planning purposes. Current construction rates were used to determine the budget for all phases and did not account for inflation, increased labor rates, and construction material costs that would influence budgeting the future phases.

Phase	Description	Recommended Budget Allowance
Phase 1	<ul style="list-style-type: none"> • New Driveway • New Burial Sections • Administrative Complex • Columbaria Garden Expansion 	\$6,224,755.00
Phase 2	<ul style="list-style-type: none"> • New Driveway • New Burial Sections • Ceremonial Hall and Grounds • Columbaria Garden Expansion • Pond and Surrounding Grounds • Cremation Garden and Additional Parking 	\$3,561,777.50
Phase 3	<ul style="list-style-type: none"> • New Driveway • New Burial Sections • New Additional Columbaria Garden 	\$2,473,922.50
Total		\$12,260,455.00

Table 11: Concept Plan Costing Summary.

Projected Staffing Needs

The following table summarizes the projected staffing needs for the 10-Year Conceptual Plan by phase for budget planning purposes. A high-level estimate for staffing was calculated using a ratio of 2.5 FTE per acre of developed land. Staff composition was then determined by multiplying the total FTE by 0.7 for grounds staff and 0.3 for administrative staff.

Phase	Area (acres)	Estimated Staffing Needs
Phase 1	4.8	1.4 FTE Grounds 0.5 FTE Administration
Phase 2	6.1	1.7 FTE Grounds 0.7 FTE Administration
Phase 3	6.4	1.8 FTE Grounds 0.8 FTE Administration
Future Phase	4.9	1.4 FTE Grounds 0.7 FTE Administration

Cremation Garden - Concept Plan

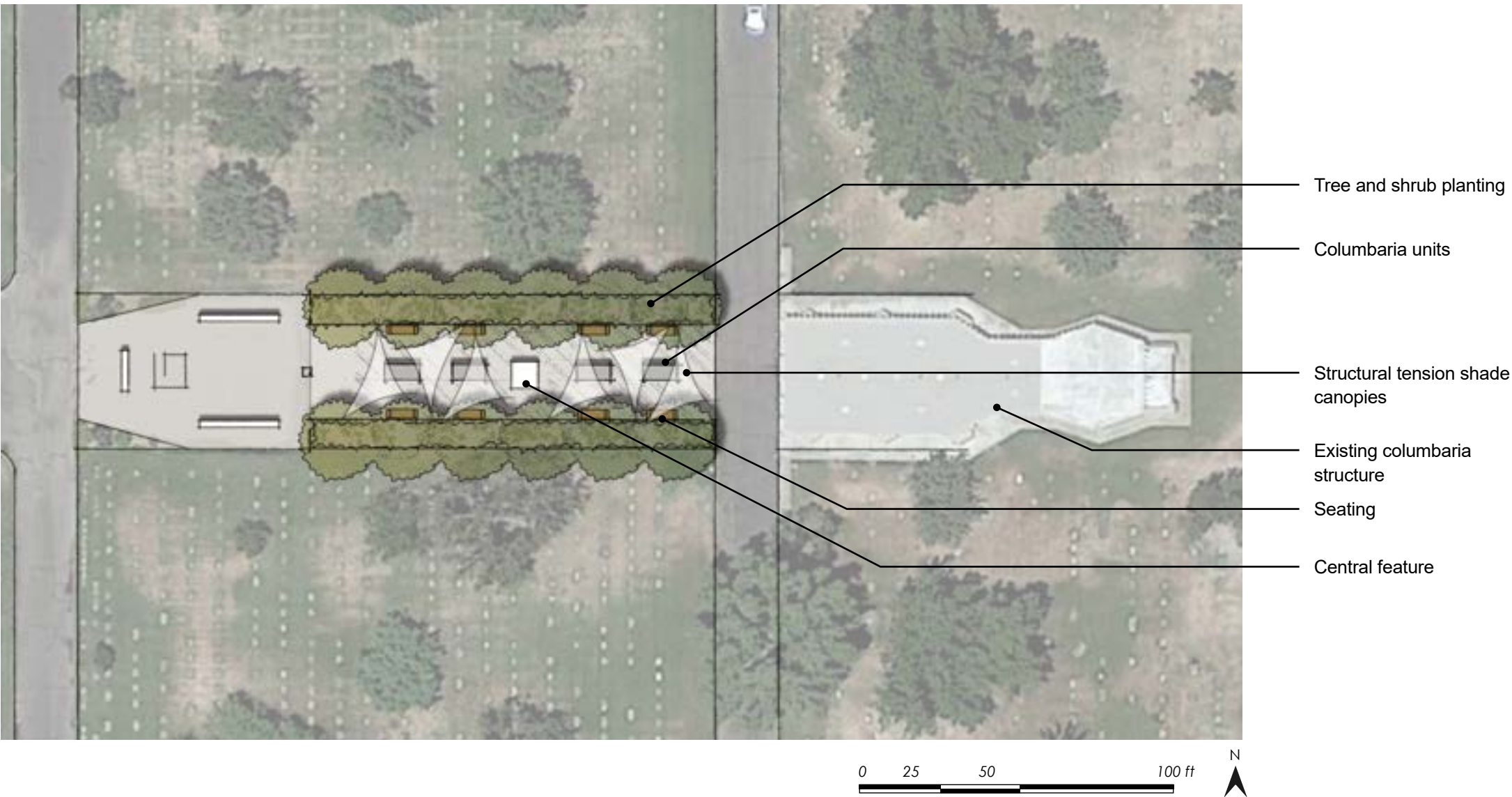


Figure 30: Structural Tension Shade Canopies

Ceremonial Hall - Concept Plan



Current main entrances to be relocated west towards the new administrative complex

Existing ~3,000 sq. ft. Cemetery Services building renovated into a ceremonial hall to better accommodate events and services

Landscape planting areas

Outdoor ceremonial space with overhead shade canopy



Figure 31: Pedestrian Pathway with Native Planting



Figure 32: Shade Canopy for Ceremonial Space

CONCLUSION

The Coachella Valley Public Cemetery District's Cemetery Master Plan provides a comprehensive roadmap for the cemetery's long-term sustainability, operational efficiency, and service excellence. Through in-depth market analysis, financial assessments, and stakeholder engagement, the plan outlines strategic initiatives that will ensure the cemetery continues to meet the community's evolving needs.

Key recommendations focus on expanding burial and cremation options, optimizing financial management, and enhancing administrative and operational efficiencies. The plan also emphasizes infrastructure improvements, wayfinding enhancements, and long-term planning for events like Día de los Muertos, which play a significant role in community engagement.

The financial sustainability of the District is a critical component of this plan. While the cemetery has maintained a positive financial trajectory, proactive measures are required to strengthen the Endowment Care Fund, optimize revenue streams, and ensure future maintenance obligations can be met in perpetuity. By implementing the recommended financial strategies, the District can build long-term stability while continuing to offer high-quality services to its residents.

This Master Plan is not a static document but a strategic guide that will be periodically reviewed and adjusted as needed. By carefully implementing its recommendations, the District will continue to serve as a vital resource for the community, preserving the cemetery's dignity, history, and cultural significance for generations to come.

Appendices





Appendix A

STATE LEGISLATION

APPENDIX A - STATE LEGISLATION

CALIFORNIA LAW

In California, an Endowment Care Fund (ECF) is a trust fund created by an irrevocable trust agreement and governed by state law, which holds deposits made by purchasers of interment property (lots, niches, crypts, etc.). Contributions to an ECF are not considered part of the property's purchase price, and they are to be placed in the trust fund to generate income from interest to be used for future care of the property.

Each cemetery authority should determine the proper level of funding of the endowment care trust fund to produce the income needed to pay for adequate maintenance of its cemetery.

Only the income of the ECF (not the principal) should be paid toward the cemetery's care. Income, such as dividends, interest, rents, and a portion of capital gains, may be distributed after expenses have been deducted. All costs incurred by the management of the endowment care trust fund should be paid from the endowment care trust fund, including trustee fees, investment advisory fees, income taxes, administration, accounting, audit, regulatory fees, surety bonds, etc.

California endowment care trust funds are subject to an annual filing requirement. Cemetery operators must report to their regulatory authority amounts collected during the year, investments and income and expenses, and amounts paid to the cemetery authority for endowment care.

California State rules and regulations regarding cemeteries and their endowment care funds are outlined in:

- State of California Department of Consumer Affairs, Cemetery and Funeral Bureau, Audit Guide for Cemetery Trust and Funeral Trust, and
- 2018 California Health and Safety Code- Cemeteries, Endowment and Special Care, Chapter 3, Articles 1-8.

Endowment contributions or deposits from grave, plot, crypt, or niche sales have minimum rates required by law. These are:

- \$2.25 a square foot per grave
- \$35 for each niche
- \$110 for each crypt or first crypt and \$55 for each additional crypt from the same sale



Appendix B

ENGAGEMENT

APPENDIX B - ENGAGEMENT

Engagement Summary

This appendix provides an overview of the engagement activities conducted as part of the cemetery master planning process. Consultations included in-person meetings with internal stakeholders, an online community survey, meetings between the consulting team and the General Manager to ensure alignment with project goals, and a public comment period.

Methodology

To support the development of the cemetery master plan, stakeholder and public participation was sought during both the early and later stages of the process.

The engagement process included the following activities to gather input from key stakeholders:

Engagement Component	Purpose	Format
Cemetery 101 Workshop with the CVPCD Board	To present current trends in cemetery planning and design and to gain insight from the Board regarding key issues and priorities for the Master Plan.	On May 24th, 2024 LEES hosted a presentation addressing trends in disposition options, legislative, operational and management structures, and various other factors impacting the long-term outlook for the cemetery.
Internal Stakeholder Workshops <ul style="list-style-type: none">• Executive Director and Managers• Cemetery Services• Financial Team• Operations Staff	To leverage the knowledge and experience of cemetery staff to help identify problem areas/ areas for improvement and workshop ideas to improve the operation of the cemetery.	The workshops were conducted in groups. Each workshop was guided by discussion questions to establish an understanding of specific needs, issues and opportunities.
Online Survey	To gain feedback from the public on the current state of the cemetery, what is effective or needs improvement, preferences for interment options, and desired features.	LEES hosted the survey on their preferred platform (SurveyMonkey). The District shared the link provided by LEES on their social media, web page, and news release. The survey was open for five weeks, from July 17, 2024, to August 26, 2024, and received 74 responses.
Public Comment Period	To gather community feedback on the draft Master Plan and ensure it reflects the needs and priorities of cemetery visitors and stakeholders.	The draft Master Plan was made available for public comment for a four-week period from March 22, 2025 to April 21, 2025. One comment was received via email.

APPENDIX B - ENGAGEMENT

Key Findings - Internal Stakeholder Workshops

Financial and Business Considerations

- The District independently manages its budget, with the highest expenditures directed towards care and maintenance.
- The capital plan, funded for the next 10 years, prioritizes recapitalization and essential maintenance projects, such as the road repair project valued at \$0.5 million. Significant funds are dedicated to upgrading equipment, important for maintaining operational efficiency.
- \$150,000/year is allocated for security, with a 24/7 onsite presence.
- \$250,000/year is allocated on grounds maintenance. Financial liabilities include costs associated with a palm grove and an excavated pit on undeveloped land.
- The cemetery needs to establish a separate pre-need fund, as it is not currently recorded as a distinct fund in the financial records.
- A Fee Study has been established with a frequency of every three years for a comprehensive review. The endowment fund is scheduled for review as part of the Master Plan project.
- The Board has considered both accrual and cash basis accounting methods but acknowledges that neither provides a full financial picture.
- The cemetery district is expected to receive GFOA accreditation this year.
- CalPERS Pension Plan is attractive to employees due to its defined benefit nature, compared to the typical 401K plan.

Development and Land Use

- Future development concerns include the cost of acquiring new land versus expanding existing lots. There is interest in the opportunity of land acquisition, particularly to the south.
- One potential partnership is a maintenance agreement with the potential buyers, with key details dependent on the terms of the agreement.

Cemetery Operations

- The current operations building has adequate space with centralized layout for efficiency and convenience; a decentralized layout would create inefficiencies.
- Landscape maintenance is contracted.
- Funeral homes have not consistently followed rules and regulations. Cemetery services staff inform them of violations and make efforts to ensure compliance with new policies and respect for service schedules. Although there have been improvements, ongoing management is necessary.
- The current irrigation system combines old and new components with temporary fixes that make repairs complex. Galvanized pipes are still in use, which provide reliable but insufficient pressure. It was originally installed by a contractor, and an irrigation map is available for reference.

APPENDIX B - ENGAGEMENT

- The 'No Lift' policy, which uses a truck-mounted crane to lift and place monuments, has helped reduce workplace injuries.
- Concrete borders around flat markers were first installed without considering warranty limits. A one-year warranty is now in place to reduce financial liability.

Records Management and Software

- The current lot inventory is uncertain due to issues with historic record-keeping. The previous administration's 'hands-off' approach led to some challenges, which are now being addressed with new policies and enforcement measures.
- MaintainX, used for managing work orders and tasks, has been in use for about three months and offers better tracking than CemSites.
- CemSites offers online payments, which eliminates the need for processing manual payments. It cannot separate or isolate records for veteran interments.
- Using both systems is time-consuming and prone to errors due to manual data transfers. New staff had to independently learn CemSites due to a lack of experienced personnel and staff turnover.
- The Cemetery Records Management (CRM) system is limited and often needs costly, time-consuming custom work for reporting. New information management software is not being considered until the data is cleaned up.

Public Relations and Client Engagement

- Client satisfaction is currently measured through an online survey, which has received a rating of 4.7 out of 5 stars.
- Public feedback has recently become more positive, particularly regarding the care and maintenance of the cemetery, and staff appreciate receiving feedback.
- People walk and cycle through the cemetery daily.
- Staff observe that the public is very culturally and traditionally oriented.
- Contracts are written in English, while the families primarily speak Spanish.
- Common requests from the public include adding more benches and trees for shade, additional seating near the outdoor columbaria, installing upright monuments, and maintaining cultural traditions. It is noted there is no designated veterans' section, only a memorial.

Interment and Memorialization

- There have been no public requests for scattering services.
- While there have been no specific requests for Muslim burial services, the cemetery is set up to accommodate them if needed.
- Staff suggestions include additional niches, a cremation garden, and more versatile indoor/outdoor spaces similar to those at Forest Lawn Funeral Home in Cathedral City.

APPENDIX B - ENGAGEMENT

- Incorporating glass-fronted niches for displaying memorial items and larger niches, as the current size (9"x9"x9") is deemed too small.
- Shade is important for columbaria, with north-side niches generally being the first to sell due to their shaded location.
- Certain religious icons and statues, such as Jesus and Our Lady of Guadalupe, are noted to positively influence sales.
- Families are increasingly opting for hybrid services, combining traditional viewings with cremation.
- Issues are brought to the Board, and the public can also submit concerns via the website or email. Staff guide the public to the Board for resolution, follow established policies, and make sure this process is clearly communicated to cemetery families and clients.

Fee Structure

- The fee structure includes a single interment charge when purchasing a double vault.
- There is a monument resetting fee for a second interment.
- There is a disinterment fee.
- Staff believe that the District offers competitive pricing compared to other cemeteries. For example, Desert Memorial Park charges a non-resident fee of approximately \$800, while CVCPD is considered more affordable. Non-resident clients are increasing at the cemetery.

Wayfinding and Navigation

- The cemetery wayfinding system is not intuitive, and the cemetery map needs updating, potentially with integration into CemSites.
- Improvements to wayfinding should be considered as significant time spent directing people to parking, blocks, and units.
- There is potential for an announcement banner at the cemetery entrance that could display current events and additional details, featuring a touch screen for locating loved ones and a printout option for convenience.

Infrastructure and Amenities

- Restrooms are needed throughout the cemetery.
- The cemetery has limited parking, which becomes especially challenging during large cemetery events. Accessibility and ADA compliance should be considered as many visitors are elderly and require more accessible parking spaces.
- There is a need for more trash receptacles and increased weekend garbage collection, as well as handling large volumes of waste from large cemetery events.

APPENDIX B - ENGAGEMENT

Staff and Management

- The financial team operates from a separate building from the cemetery services team, leading to reduced efficiency.
- The administrative office is currently lacking sufficient space, including parking, private areas needed for staging and confidential discussions with families.
- Many office staff and managers are relatively new (max. 3 years), leading to concerns about missing corporate knowledge and administrative issues from former employees.
- Admin staff are requesting that the Board review the pace and frequency of changes and the communication of those changes.
- There is a strong emphasis on communication and closing feedback loops among staff.
- Staff would appreciate more engagement from the General Manager and a better understanding of their workload.
- Staff meetings are held twice a month. Management meetings occur once a week.
- There is interest in seeking potential buyers to purchase 22 undeveloped acres on the west side of the property. Considerations include potential revenue from a maintenance agreement, mitigating competition, and the desire to keep family members together.

Key Findings - Online Survey

A public survey was designed to gauge public opinion regarding the Master Plan and to gain input on potential improvements to operations, products, and services. The survey was open for five weeks, from July 17, 2024, to August 26, 2024. The District shared the link provided by LEES on their social media, web page, and news release.

Views of the public expressed in the survey were incorporated into the future cemetery development recommendations and concept options.

Who Answered the Survey

- The survey garnered 74 respondents, the majority of whom are Riverside County residents. Ages ranged between 18-65+ with 55-64 years old being the age bracket with the most respondents.
- The majority of respondents are personally connected to the cemetery through having loved ones buried there, with 87% reporting this connection. Additionally, 34% have pre-purchased a burial plot, 22% are community members, and 11% work in the cemetery or funeral industry.
- Many respondents have either already made arrangements or are planning to choose from the three interment options at the cemetery. Among those interested in future interment services, the majority (33%) intend to purchase a traditional burial lot, 12% plan to buy a lot for cremated remains, and 11% are considering an above-ground spot for cremated remains.
- Among the options not currently offered at the cemetery, family columbaria received the highest interest (46%), followed by ossuaries (43%), and scattering gardens (39%). There was also notable interest in other currently unoffered products and services, including infant/child areas (38%),

mausolea (27%), memorial walls (23%), and green burial/natural interment (21%).

- Only 14% of respondents said they would be incorporating faith-based, cultural, or secular practices into their end-of-life interment arrangements. Comments from these respondents included practices such as Jewish and Catholic services, celebrations of life, and music.
- The top improvements or additions that respondents felt would make the cemetery a better place to choose for interments, or to visit on a day-to-day basis included:

Facilities and Maintenance

- Increase the number of restrooms
- Increase the number of drinking fountains and consider bottle-filling stations with filtered water
- Improve parking availability and structures, including ADA-friendly options. Include parking areas in the back of the cemetery as well as the front.
- Install more shade structures and outdoor seating for visitors.
- Improve road conditions, including fixing potholes and better paving.
- Improve respect for tombs by properly maintaining edges and avoiding damage from equipment. Ensure headstones and older stones are well cared for.
- Increase the amount of garden areas and address landscaping issues by trimming around sites and removing old or unattractive trees.
- Enforce rules regarding the placement of large memorial items or arrange a consistent schedule for their removal.

Visitor Experience and Access:

- Allow groups to visit and sing on birthdays or honour loved ones, fostering family connections.
- Enforce policies against alcohol consumption and loud gatherings to maintain a peaceful environment.
- Add row or section markers to improve navigation within the cemetery.
- Respondents expressed mixed opinions on security: some advocated for enhanced measures to ensure a respectful environment, while others suggested reevaluating or reducing the current level of security.
- Extend operational hours, especially for those who work late or need early access, or for special events (e.g. Día de los Muertos)
- Improve access for disabled individuals using walkers or other assistance devices.
- Consider adding bike lanes or bus stops to improve accessibility.

Additional Features

- Introduce dedicated trees as memorials and consider family columbaria.
 - Provide options for payment plans for those facing financial difficulties.
 - Allow more personalization of plots, including different types of monuments, flower vases, and decorations.
- To better prepare the cemetery for hosting special events, respondents emphasized several key improvements. They seek a balance between celebratory events and the cemetery's solemn atmosphere. Enhancements to facilities are needed, including additional restrooms, more shade,

better parking, and improved lighting for safety and visibility. There are also requests for improved access, such as more handicapped parking and transportation options. Better communication through early posting of event dates and extended operating hours are suggested to help visitors plan and accommodate different schedules.

- Respondents' top three preferred methods of contact from the District are email newsletters (61%), social media updates (48%), and website updates (39%).
- In the additional comments section, respondents noted:
 - Positive feedback was received regarding the courteous and helpful nature of the staff and security and the beautiful landscaping.
 - There was dissatisfaction with the restrictions on installing lights and small fences around graves.
 - The introduction of family plots, similar to those offered in other out-of-town cemeteries, was requested, as no local cemetery currently provides this feature.
 - Opinions on security were mixed: some respondents appreciated the existing measures, others called for enhanced security, while some suggested more flexibility during large services.
 - There were requests to reevaluate the current cemetery hours.
 - There is a desire to integrate with the local history museum and to expand the District website to include community ties and historical impact.
 - A review of pricing and annual price increases was suggested as costs continue to rise.
 - Requests to consider reselling flower easels and allow flower pick-up on summer days before mowing begins, with cones to be placed later.
 - Improved signage for services and locations when entering the cemetery.
 - A request to turn on fans in the niche area during special events.
 - Requests that monuments be respected by avoiding stepping on them and preventing damage or scratching during work or while walking near them.

Public Comment Period

The draft Master Plan was made available for public comment from March 22 to April 21, a four-week period. One comment was received via email.

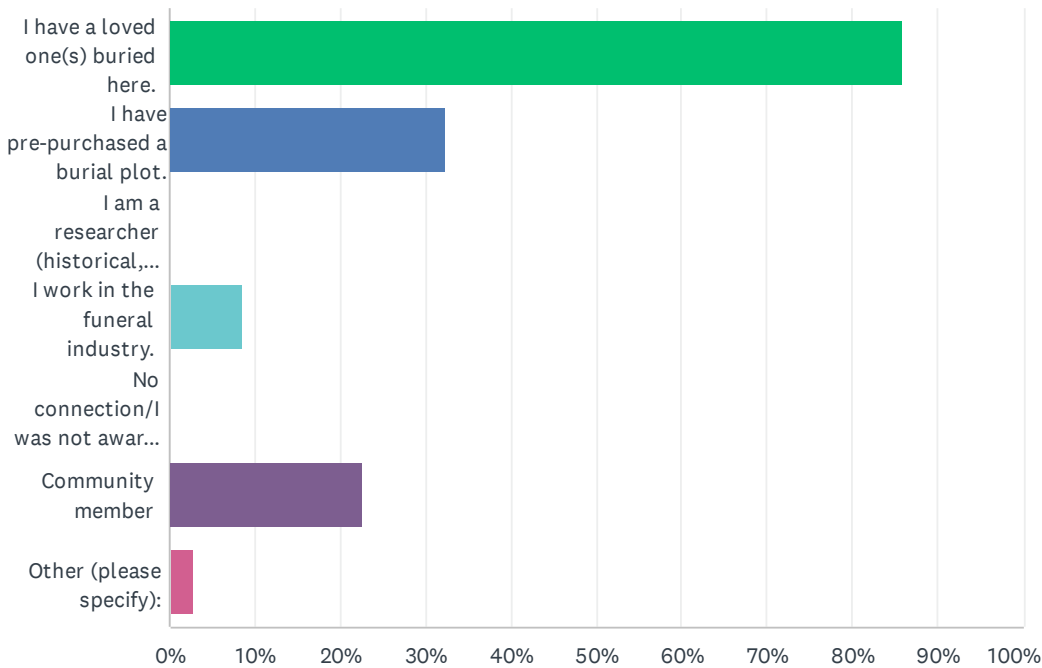
The commenter expressed appreciation for the information provided and suggested adding more restrooms throughout the cemetery to improve accessibility for elderly visitors. They also recommended adjusting summer hours to better accommodate high temperatures.

APPENDIX B - ENGAGEMENT

Results - Online Survey

Q1 What is your connection to the CVPCD? Please choose all that apply.

Answered: 71 Skipped: 0



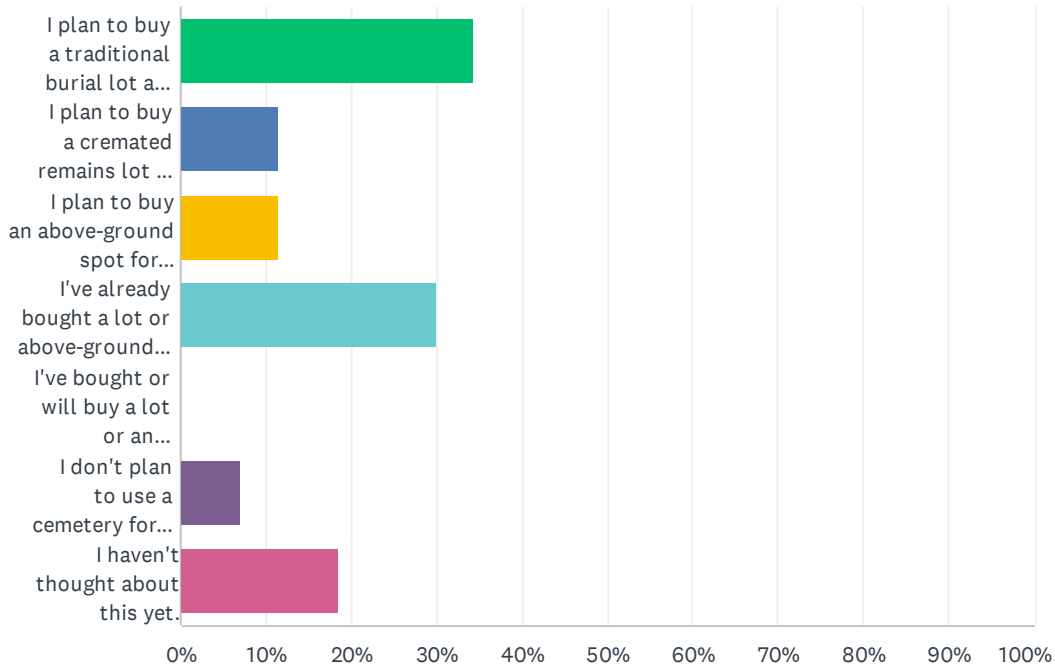
ANSWER CHOICES		RESPONSES	
I have a loved one(s) buried here.		85.92%	61
I have pre-purchased a burial plot.		32.39%	23
I am a researcher (historical, genealogical, other interest).		0.00%	0
I work in the funeral industry.		8.45%	6
No connection/I was not aware of the CVPCD.		0.00%	0
Community member		22.54%	16
Other (please specify):		2.82%	2
Total Respondents: 71			

#	OTHER (PLEASE SPECIFY):	DATE
1	I work at the cemetery	8/7/2024 1:17 PM
2	memorial monumental business	7/23/2024 11:00 AM

APPENDIX B - ENGAGEMENT

Q2 CVPCD has three options for putting a loved one's remains in their final resting place: traditional burial lots, lots for cremated remains, and above-ground columbaria niches. Which of the following applies to you (choose all that apply):

Answered: 70 Skipped: 1

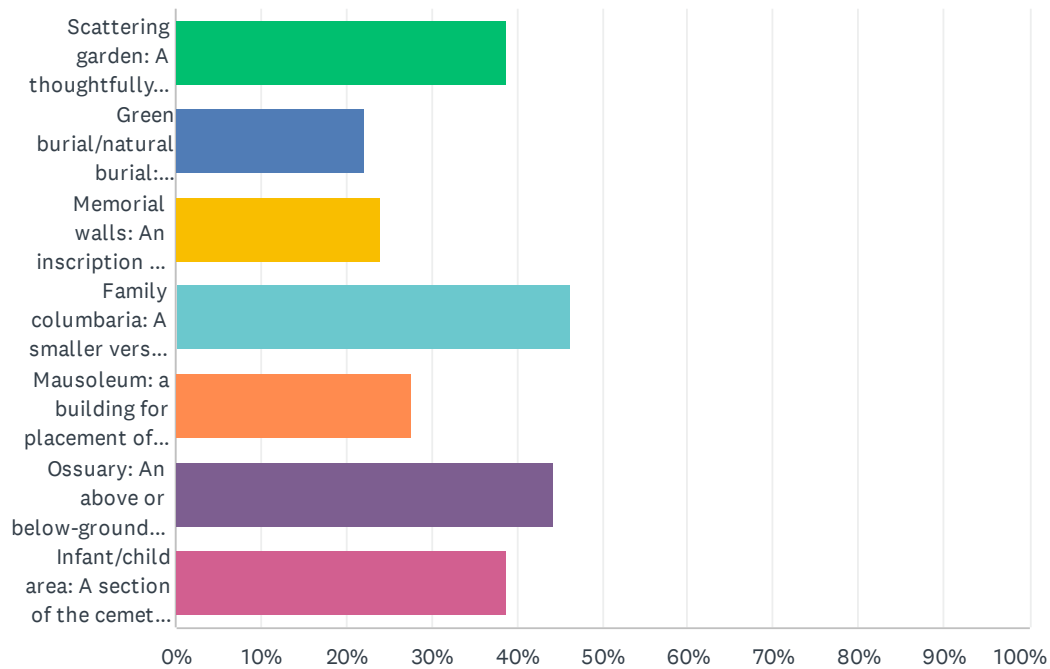


ANSWER CHOICES	RESPONSES	
I plan to buy a traditional burial lot at CVPCD.	34.29%	24
I plan to buy a cremated remains lot at CVPCD.	11.43%	8
I plan to buy an above-ground spot for cremated remains at CVPCD.	11.43%	8
I've already bought a lot or above-ground spot at CVPCD.	30.00%	21
I've bought or will buy a lot or an above-ground spot somewhere else.	0.00%	0
I don't plan to use a cemetery for my final arrangements.	7.14%	5
I haven't thought about this yet.	18.57%	13
Total Respondents: 70		








APPENDIX B - ENGAGEMENT

Q3 Which alternative interment and memorialization options that are not currently offered at CVPCD would you consider as part of your end-of-life plans? Select all that apply.

Answered: 54 Skipped: 17



APPENDIX B - ENGAGEMENT

ANSWER CHOICES		RESPONSES	
	Scattering garden: A thoughtfully landscaped area where ashes are spread. This serene setting serves as a peaceful memorial for those who choose cremation, providing loved ones with a tranquil space for reflection and remembrance.	38.89%	21
	Green burial/natural burial: Interment in a biodegradable casket without embalming, grave liners, or vaults. It involves minimal grave marking/memorialization and involves habitat restoration on the burial lands.	22.22%	12
	Memorial walls: An inscription on a memorial wall to commemorate a loved one, usually memorializing those buried elsewhere.	24.07%	13
	Family columbaria: A smaller version of a community columbarium. One family purchases interment rights to the entire columbarium.	46.30%	25
	Mausoleum: a building for placement of remains in a tomb or crypt.	27.78%	15
	Ossuary: An above or below-ground vessel for cremated remains.	44.44%	24
	Infant/child area: A section of the cemetery that is strictly for infant, child or stillborn burial. This area would offer a special landscape character, including a memorial wall and in-ground interment options.	38.89%	21
Total Respondents: 54			

APPENDIX B - ENGAGEMENT

Q4 Do you plan to incorporate any faith-based, cultural, or secular ceremonial practices into your end-of-life interment arrangements that the cemetery currently does not accommodate? If so, what have you planned?

Answered: 33 Skipped: 38

#	RESPONSES	DATE
1	I don't know yet	8/8/2024 7:27 PM
2	None	8/8/2024 8:09 AM
3	No	8/7/2024 8:50 PM
4	No	8/7/2024 7:58 PM
5	No	8/7/2024 3:52 PM
6	Yes... haven't planned it yet.	8/7/2024 1:27 PM
7	N/A	8/7/2024 1:17 PM
8	No	8/7/2024 12:33 PM
9	No	8/1/2024 7:10 AM
10	Catholic service	7/31/2024 11:54 AM
11	Not sure.	7/26/2024 3:12 PM
12	No	7/25/2024 10:16 AM
13	Celebration of life	7/25/2024 6:18 AM
14	No very happy with current situation.	7/24/2024 9:19 AM
15	No	7/24/2024 7:19 AM
16	Yes, I'm Catholic	7/23/2024 9:32 AM
17	no	7/23/2024 9:17 AM
18	N/A	7/23/2024 9:05 AM
19	Music	7/23/2024 1:44 AM
20	No	7/22/2024 10:15 PM
21	not at time	7/22/2024 7:41 PM
22	Catholic service	7/22/2024 7:29 PM
23	yesa, separate Jewish burial garden (Kosher)	7/22/2024 5:15 PM
24	Yes, have it set-up	7/22/2024 5:03 PM
25	None	7/22/2024 4:42 PM
26	No	7/22/2024 4:15 PM
27	No.	7/22/2024 4:12 PM
28	Yes. Mass	7/22/2024 3:50 PM
29	Not sure	7/22/2024 3:26 PM
30	I would love to be able to place a Bench by a Tree As a memorial	7/22/2024 3:24 PM

APPENDIX B - ENGAGEMENT

31	None	7/22/2024 3:16 PM
32	N/A	7/22/2024 3:01 PM
33	NA	7/22/2024 2:43 PM

APPENDIX B - ENGAGEMENT

Q5 What improvements or additions do you think would make the CVPCD cemetery a better place to choose for interments, or to visit on a day-to-day basis?

Answered: 49 Skipped: 22

#	RESPONSES	DATE
1	More respect for tombs. Workers run over stones and don't take their time to properly maintain the edges	8/12/2024 7:25 PM
2	Letting us bring in groups to sing to our love ones on their birthday even if it's just a song or an hour in honor of their memory. It will bring a lot of families together in every aspect.	8/8/2024 7:27 PM
3	Everything is just fine.	8/8/2024 8:09 AM
4	Better roads	8/7/2024 8:53 PM
5	Extend the hours of operation for the ones who work until late and have no time to pickup the memorial ornament.	8/7/2024 7:58 PM
6	It would be nice if you had more parking and a bathroom with a station to fill up water bottles with filters water	8/7/2024 5:26 PM
7	I would love to see an opportunity to place a tombstone that is not a tablet. Something that stands tall like a normal cemetery A family columbaria would be an interest to me and my family	8/7/2024 3:59 PM
8	More restrooms and drinking fountain. Outdoor seating for visitors	8/7/2024 3:52 PM
9	More restrooms and water fountains	8/7/2024 1:27 PM
10	N/a	8/7/2024 1:17 PM
11	None. I think it's beautiful	8/7/2024 12:38 PM
12	More bathrooms and flower water stations. And water stations for drinking water	8/7/2024 12:33 PM
13	Replace vase for flowers. Offer some type of payment plans for those with hardships.	8/2/2024 3:15 PM
14	Parking. More restrooms and ada friendly.	7/31/2024 11:54 AM
15	Seems like a nice place alredy	7/26/2024 3:12 PM
16	More shade structures	7/25/2024 7:11 PM
17	100% stoppage of alcohol consumption and loud family gatherings. Everyone visiting the cemetery should be mindful that other people may not be having a good day and don't want a party going on next to them. While the cemetery encourages people not to drink and be loud, they don't do anything about it when it becomes a problem.	7/25/2024 10:16 AM
18	Just keeping grounds clean and headstones are taken care of especially older stones	7/25/2024 6:18 AM
19	Better paved roads. Presently roads have lots of pot holes.	7/24/2024 10:20 PM
20	Better roads and better traffic control and develop more space to the West .	7/24/2024 9:19 AM
21	Nothing, it's beautiful!	7/24/2024 7:19 AM
22	The area around the headstone should be clear of grass, some are and some are not	7/23/2024 5:26 PM
23	Improve your streets. Hire respectful security guards to deal with family that are visiting family members at the cemetery.	7/23/2024 9:57 AM
24	I don't know	7/23/2024 9:32 AM
25	Dedicated trees as memorials	7/23/2024 9:17 AM

APPENDIX B - ENGAGEMENT

26	Additional restrooms for public use, road improvements, and parking areas in the back of the cemetery as well as the front.	7/23/2024 9:05 AM
27	Rest rooms	7/23/2024 8:42 AM
28	Allow more personalization to our plots (decor, ect.) better hours people get out of work late and it's hot	7/23/2024 1:44 AM
29	None	7/22/2024 10:16 PM
30	keep clean, Keep lawn mowed, edge all head stones,	7/22/2024 7:41 PM
31	Improve access for disabled people who use walkers or other assistance medical equipment	7/22/2024 7:29 PM
32	Attach flower vase to niches so that loved ones can leave flowers .	7/22/2024 7:21 PM
33	Get rid of the Old Ugly trees and make all site look better. Make your landscapers do a better job trimming around sites, Stop with ur stupid idea that nice arrangements around sites are damaging thr water pipes. Take a walk around the property and see what's causing the pipes been damage!	7/22/2024 6:55 PM
34	row or section markers. the website is easy to find people, but to match at the cemetery is a little hard.	7/22/2024 6:33 PM
35	Later hours, especially in summer and days of events such as dia de los muertos	7/22/2024 5:57 PM
36	Shade	7/22/2024 5:15 PM
37	More plots and better ways to get around the park.	7/22/2024 5:03 PM
38	Additional water stations.	7/22/2024 4:42 PM
39	Better parking structure and availability	7/22/2024 4:15 PM
40	More/better parking.	7/22/2024 4:12 PM
41	More garden area	7/22/2024 4:04 PM
42	More water spouts. Better roads. Allow shades/canopies and coolers during summer months.	7/22/2024 3:50 PM
43	Let the family celebrate as if the love one was alive. You cannot do anything there anymore as it's just getting more expensive and we're just being taken care of with the security on ground which are not needed.	7/22/2024 3:35 PM
44	More shade. Consider bathrooms, some elderly folks struggle with not having anything close. Working with county and city to make this site easier to access, perhaps bike lanes, or bus stops.	7/22/2024 3:26 PM
45	All drive in streets Need to be worked on To many Pot holes Does damage to all vehicles And Being able to leave all items And Just be picked up 2 monthly	7/22/2024 3:24 PM
46	None	7/22/2024 3:16 PM
47	Please enforce your rules regarding placement of large extra memorial items such as crosses etc.	7/22/2024 3:10 PM
48	We would like to have earlier access with security if needed, but 7 a.m. is too late for us that work at that time. Before we had access since 5 a.m., maybe 6 a.m. would be nice, especially during the summer when it's almost 100 degrees.	7/22/2024 3:01 PM
49	available bathrooms(outhouses) painting one side of the parking red and fixing the large pot holes	7/22/2024 2:43 PM

APPENDIX B - ENGAGEMENT

Q6 What improvements or additions do you think would make the CVPCD cemetery better prepared to host or celebrate special events (e.g. Día de Los Muertos / Day of the Dead; Memorial Day; Mothers Day, Fathers Day, etc.)?

Answered: 38 Skipped: 33

#	RESPONSES	DATE
1	Letting us bring in groups to sing to our love ones on their birthday even if it's just a song or an hour in honor of their memory. It will bring a lot of families together in every aspect	8/8/2024 7:27 PM
2	Make sure that your offers have water and some shade.	8/8/2024 8:09 AM
3	Mass	8/7/2024 7:58 PM
4	Day of the dead, Mother day and father's day festivities.	8/7/2024 3:59 PM
5	I see this event as a waste of cemetery money. A cemetery is place remember and honor our loved ones. Not grounds for a party. People leaving the cemetery looking like a park. Trash, beers and food trash everywhere. It's a shame what happens in one day.	8/7/2024 3:52 PM
6	Better hours... you close way too early.	8/7/2024 1:27 PM
7	N/A	8/7/2024 1:17 PM
8	Early posting of the dates so people can choose whether to go on that day or an alternative day.	8/7/2024 12:38 PM
9	Please get rid of that event! Can't honor my loved one because of this ridiculous event that's a party and excuse to drink on grounds.	8/7/2024 12:33 PM
10	Nothing. Those events only take away from what is really important. Those events only allow drinking and disruption to those who want to celebrate our loved one's in peace. I wish those events would go away.	7/31/2024 11:54 AM
11	Not sure.	7/26/2024 3:12 PM
12	Better parking, handicapped drop off areas, no alcohol, they don't check coolers and rely on the busy employees to spot the alcohol once it's out. The sheriff is pretty useless when it comes to monitoring this. They drive around as long as there are no major problems they let people have too much lead way. It sets a bad example of how to act and I see it getting progressively worse	7/25/2024 10:16 AM
13	I think you're doing a good job	7/25/2024 6:18 AM
14	Have more parking space Nd have transportation for those in need	7/24/2024 1:41 PM
15	Larger office space	7/24/2024 9:19 AM
16	Move restrooms to far west side or front gates instead of center of cemetery.	7/23/2024 8:11 PM
17	Maybe people have a different entry an exit way	7/23/2024 9:32 AM
18	Historical content on web site, check out Hollywood forever for event ideas, improve parking for events	7/23/2024 9:17 AM
19	Additional restrooms for public use, road improvements, and parking areas in the back of the cemetery as well as the front.	7/23/2024 9:05 AM
20	Parking	7/23/2024 1:44 AM
21	Paint curb green to identify side too park, for cars to park on either side	7/22/2024 10:16 PM
22	events are well planned	7/22/2024 7:41 PM

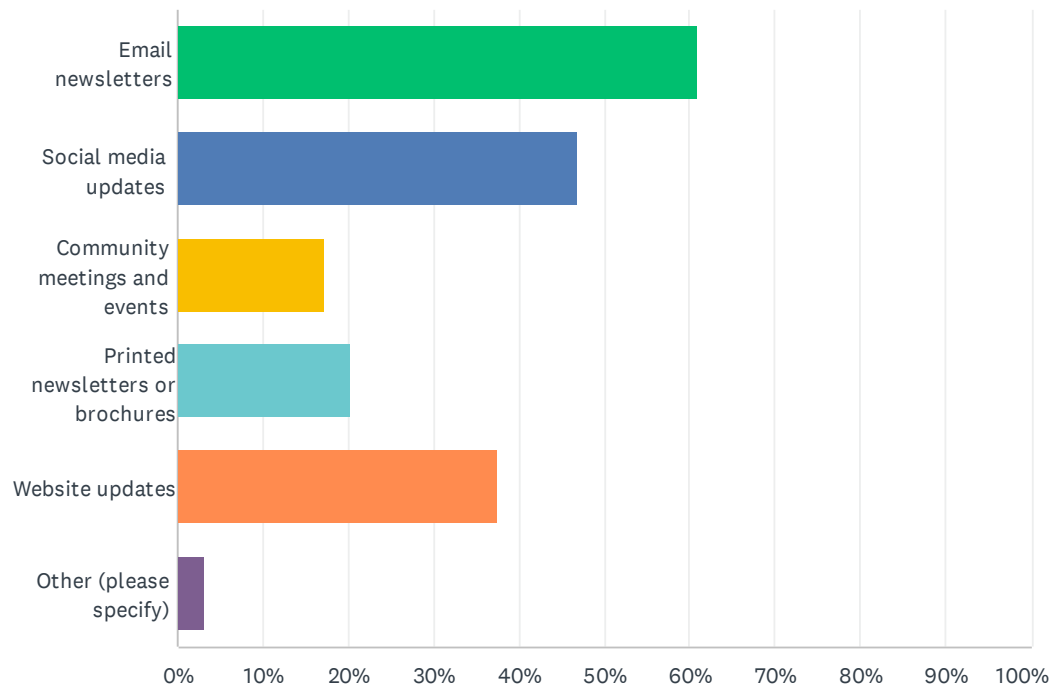
APPENDIX B - ENGAGEMENT

23	Accessible parking and transportation for disabled people	7/22/2024 7:29 PM
24	Better/ more lighting on the niches during Día de Los Muertos celebration. There is a light structure placed in front of it HOWEVER the light is facing the opposite way of the niches, which makes niche area very dark on that day.	7/22/2024 7:21 PM
25	Your staff having considerations on handicap people on wheelchairs, walkers, canes.	7/22/2024 6:55 PM
26	shade!	7/22/2024 6:33 PM
27	walking paths/stepping stones	7/22/2024 5:15 PM
28	Better parking and limit on cars in cemetery.	7/22/2024 5:03 PM
29	None	7/22/2024 4:42 PM
30	More stable capabilities for the handicapped	7/22/2024 4:15 PM
31	They do a great job already!	7/22/2024 4:12 PM
32	These are perfect as is just more trees and plants for a better view would be nice	7/22/2024 4:04 PM
33	Slow us to celebrate as if our loved ones were here with MUSIC there is nothing wrong with it.	7/22/2024 3:35 PM
34	Parking. It will be important for the district to start thinking of how to accommodate the community with safer parking options.	7/22/2024 3:26 PM
35	Don't care about these Celebrations	7/22/2024 3:24 PM
36	Dia De los Muertos is a very popular and important tradition for the Hispanics, but can't it be toned down. Our beautiful cemetery should always maintain a calm reverent atmosphere. I will not be surprised to see food trucks in the future.	7/22/2024 3:10 PM
37	At times, maybe with a permit or some type of validation/authorization, we can have live music even if we paid a fee to get a permit once a year to celebrate our loved ones' lives. Something like a two-hour maximum or along those lines would be greatly appreciated.	7/22/2024 3:01 PM
38	More shade, allowing canopy's and add area for flowers	7/22/2024 2:43 PM

APPENDIX B : ENGAGEMENT

Q7 How would you like to hear from CVPCD?

Answered: 64 Skipped: 7



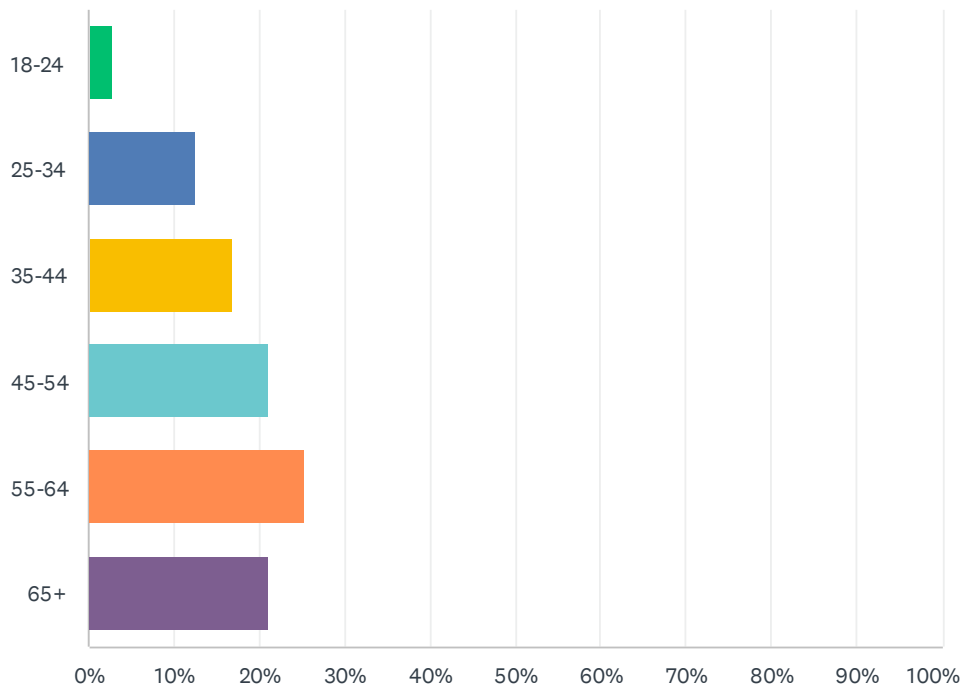
ANSWER CHOICES	RESPONSES	
Email newsletters	60.94%	39
Social media updates	46.88%	30
Community meetings and events	17.19%	11
Printed newsletters or brochures	20.31%	13
Website updates	37.50%	24
Other (please specify)	3.13%	2
Total Respondents: 64		

#	OTHER (PLEASE SPECIFY)	DATE
1	The above is being done	7/24/2024 9:19 AM
2	texted	7/22/2024 7:41 PM

APPENDIX B - ENGAGEMENT

Q8 What is your age?

Answered: 71 Skipped: 0



ANSWER CHOICES	RESPONSES	
18-24	2.82%	2
25-34	12.68%	9
35-44	16.90%	12
45-54	21.13%	15
55-64	25.35%	18
65+	21.13%	15
TOTAL		71

APPENDIX B - ENGAGEMENT

Q9 City/Town of Residence:

Answered: 69 Skipped: 2

#	RESPONSES	DATE
1	Indio	8/12/2024 7:25 PM
2	Indio	8/9/2024 7:52 PM
3	Thermal	8/8/2024 7:27 PM
4	Cathedral City	8/8/2024 8:09 AM
5	Indio	8/7/2024 8:53 PM
6	Indio	8/7/2024 8:50 PM
7	Coachella	8/7/2024 7:58 PM
8	Indio	8/7/2024 5:26 PM
9	Mecca	8/7/2024 3:59 PM
10	Indio	8/7/2024 3:52 PM
11	Indio	8/7/2024 1:27 PM
12	Thermal	8/7/2024 1:17 PM
13	La Quinta	8/7/2024 12:38 PM
14	La Quinta	8/7/2024 12:38 PM
15	Coachella	8/7/2024 12:33 PM
16	Palm Springs	8/5/2024 9:48 AM
17	Indio	8/2/2024 3:15 PM
18	Desert Hot Springs	8/1/2024 7:10 AM
19	Indio	7/31/2024 11:54 AM
20	Indio	7/29/2024 5:53 PM
21	Coachella	7/26/2024 5:17 PM
22	La Quinta	7/26/2024 3:12 PM
23	Indio	7/25/2024 7:11 PM
24	La Quinta	7/25/2024 6:55 PM
25	Palm desert	7/25/2024 10:16 AM
26	Indio, ca	7/25/2024 6:18 AM
27	Thermal	7/24/2024 10:20 PM
28	Coachella	7/24/2024 1:41 PM
29	Indio	7/24/2024 9:19 AM
30	La Quinta	7/24/2024 7:19 AM
31	Indio	7/23/2024 8:11 PM
32	Indio	7/23/2024 5:26 PM
33	La Quinta	7/23/2024 2:58 PM

APPENDIX B - ENGAGEMENT

34	Indio	7/23/2024 11:00 AM
35	Indio	7/23/2024 9:57 AM
36	La Quinta	7/23/2024 9:32 AM
37	Indio	7/23/2024 9:17 AM
38	Indio	7/23/2024 9:05 AM
39	Indio	7/23/2024 8:42 AM
40	Coachella	7/23/2024 1:44 AM
41	La Quinta	7/22/2024 10:16 PM
42	Indio	7/22/2024 9:19 PM
43	Indio	7/22/2024 7:41 PM
44	Indio	7/22/2024 7:29 PM
45	Indio	7/22/2024 7:21 PM
46	Indio	7/22/2024 6:55 PM
47	Coachella	7/22/2024 6:33 PM
48	Indio	7/22/2024 5:57 PM
49	Indio	7/22/2024 5:50 PM
50	Thermal	7/22/2024 5:21 PM
51	Thermal	7/22/2024 5:21 PM
52	Indio	7/22/2024 5:18 PM
53	Indio	7/22/2024 5:15 PM
54	Indio	7/22/2024 5:03 PM
55	Indio	7/22/2024 4:42 PM
56	Coachella	7/22/2024 4:17 PM
57	Indio	7/22/2024 4:15 PM
58	Indio	7/22/2024 4:12 PM
59	Indio	7/22/2024 4:04 PM
60	La Quinta	7/22/2024 3:50 PM
61	Palm Desert	7/22/2024 3:32 PM
62	Coachella	7/22/2024 3:26 PM
63	Coachella	7/22/2024 3:24 PM
64	Indio	7/22/2024 3:16 PM
65	Indio	7/22/2024 3:10 PM
66	Coachella	7/22/2024 3:01 PM
67	Palm Springs	7/22/2024 2:43 PM
68	Coachella Ca	7/22/2024 2:39 PM
69	Palm desert	7/22/2024 2:36 PM

APPENDIX B - ENGAGEMENT

Q11 Please share any additional comments or suggestions you have for the CVPCD Master Plan.

Answered: 26 Skipped: 45

#	RESPONSES	DATE
1	The fact that we are not allowed to put lights small fence around our loved ones sucked! At the beginning it was okay I was able to decorate for my loved one all nice then they started to give out warnings. I had to purchase a metal fence that was not cheap. That was my only complaint other than that everything is okay.	8/9/2024 7:52 PM
2	Hope you guys take these surveys seriously and commit to make things happen not just through surveys.	8/8/2024 7:27 PM
3	I love the landscape is really nice done and especially the security officer is very nice and I see she very polite to the people if they need help or instructions, she does a good job. I think a person that current deserve a very nice raise.	8/8/2024 8:09 AM
4	Thank you.	8/7/2024 7:58 PM
5	Better signage for service and locations when entering the cemetery.	8/7/2024 3:52 PM
6	No other comments... staff is so curious and helpful.	8/7/2024 1:27 PM
7	N/A	8/7/2024 1:17 PM
8	Better and wider roads	8/7/2024 12:33 PM
9	Family plots would be amazing. Like some of the other cemetery that are out of town. No one locally offers that. Family site together!	7/31/2024 11:54 AM
10	Oppinon: Don't like cemetery hrs ,they should extend little more time ??	7/26/2024 5:17 PM
11	None	7/26/2024 3:12 PM
12	Every year the prices go up I know a lot of people struggle to have a proper burial but they stay in debt in order to have that it would be nice to lower those prices to be born we know it costs Nd to die it's getting more expensive every year that goes by consider the prices	7/24/2024 1:41 PM
13	The best cemetery in the valley with great staff.	7/24/2024 9:19 AM
14	Before mowing days I would like to be able to pick up flowers between 7:00am and 8:00 am on summer days. You can place cones a little later. There's no funeral at 7:00, so why block the street?	7/23/2024 8:11 PM
15	Need a tie into the local history museum. CVPCD web site could be expanded to include stuff like, ties to the community and impact on the valley posts. news paper obituary's notices have become a thing of the past.	7/23/2024 9:17 AM
16	none	7/22/2024 7:41 PM
17	Turn on fans in niches area during special events	7/22/2024 7:21 PM
18	You don't want my personal comments!	7/22/2024 6:55 PM
19	Ensuring board members do not have financial interests in businesses that depend on the funeral industry associated with this specific cemetery. Seems like an apparent conflict of interest.	7/22/2024 6:33 PM
20	Resell flower easels to anyone interested such as myself Eddie 760-992-6602	7/22/2024 5:57 PM
21	You are doing an amazing job.	7/22/2024 5:03 PM
22	More security, memorial items often get stolen.	7/22/2024 4:12 PM
23	Thank you for caring for our loved ones	7/22/2024 4:04 PM

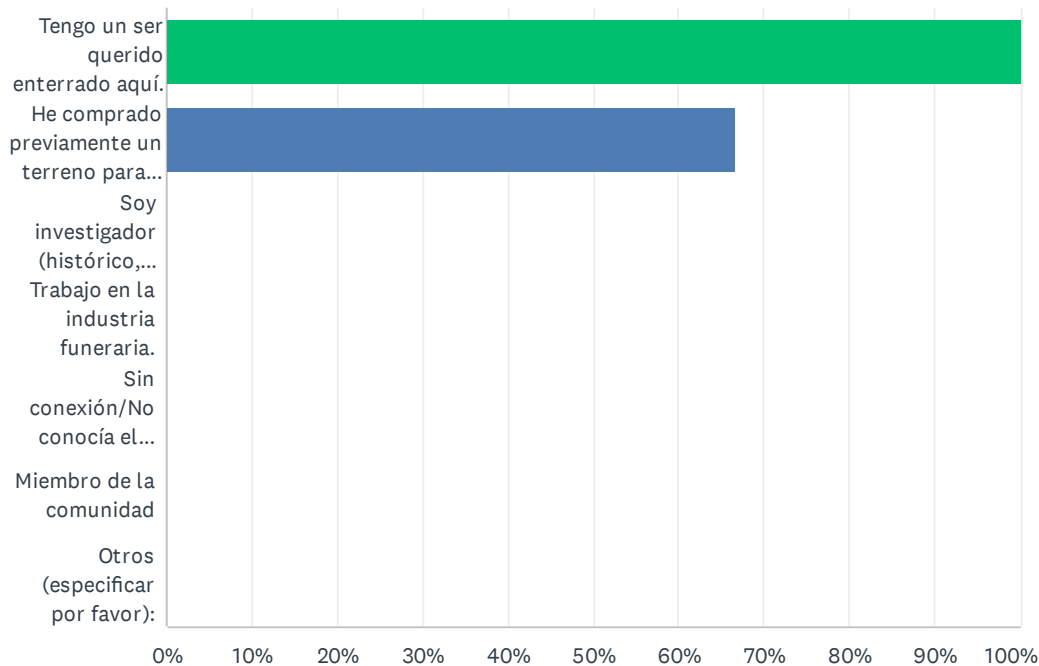
APPENDIX B - ENGAGEMENT

24	Let's come back to how it was many years ago go at what ever time you want especially in the Morning and celebrate our loved ones how they would love to be celebrated	7/22/2024 3:35 PM
25	I like the security patrols	7/22/2024 3:10 PM
26	When we host a gravesite mass, we have gotten some concerns from security. Most are valid for the most part; they are professional and just doing their jobs. However, once again during the summertime, some leeway would be appreciated, even if we can pay for a permit or rent the big metal covers that would allow us to be on-site with some shade for an hour or two.	7/22/2024 3:01 PM

APPENDIX B - ENGAGEMENT

Q1 ¿Cuál es su conexión con el CVPCD? Por favor elija todo lo que corresponda.

Answered: 3 Skipped: 0



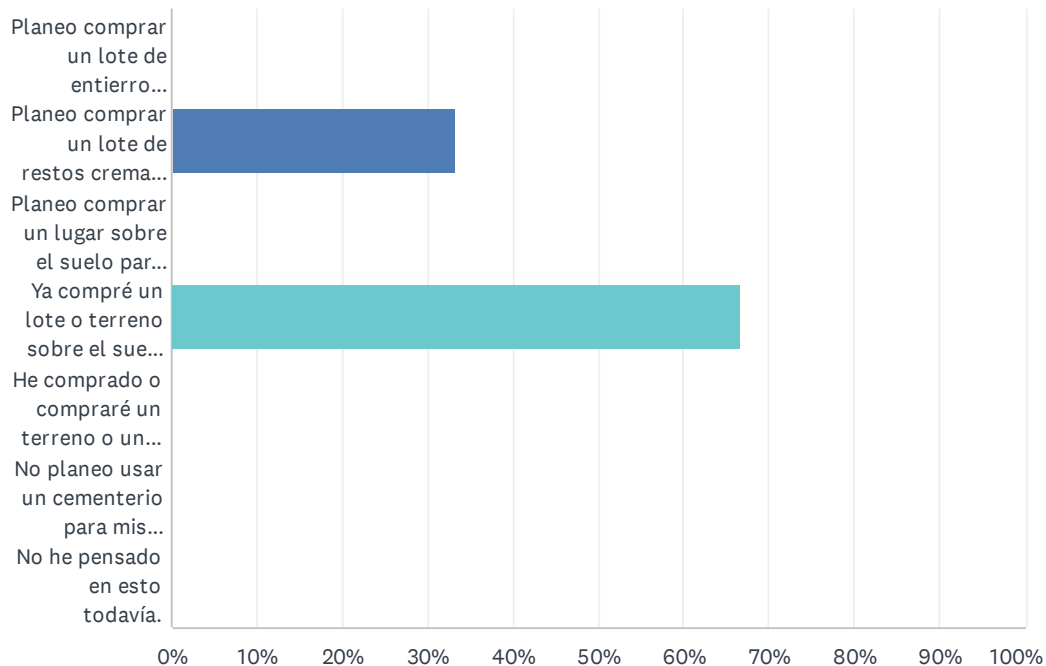
ANSWER CHOICES	RESPONSES	
Tengo un ser querido enterrado aquí.	100.00%	3
He comprado previamente un terreno para el entierro.	66.67%	2
Soy investigador (histórico, genealógico, otros intereses).	0.00%	0
Trabajo en la industria funeraria.	0.00%	0
Sin conexión/No conocía el CVPCD.	0.00%	0
Miembro de la comunidad	0.00%	0
Otros (especificar por favor):	0.00%	0
Total Respondents: 3		

#	OTROS (ESPECIFICAR POR FAVOR):	DATE
	There are no responses.	

APPENDIX B - ENGAGEMENT

Q2 CVPCD tiene tres opciones para colocar los restos de un ser querido en su lugar de descanso final: lotes de entierro tradicionales, lotes para restos cremados y nichos columbarios sobre el suelo. ¿Cuál de las siguientes opciones se aplica a usted (elija todas las que correspondan):

Answered: 3 Skipped: 0

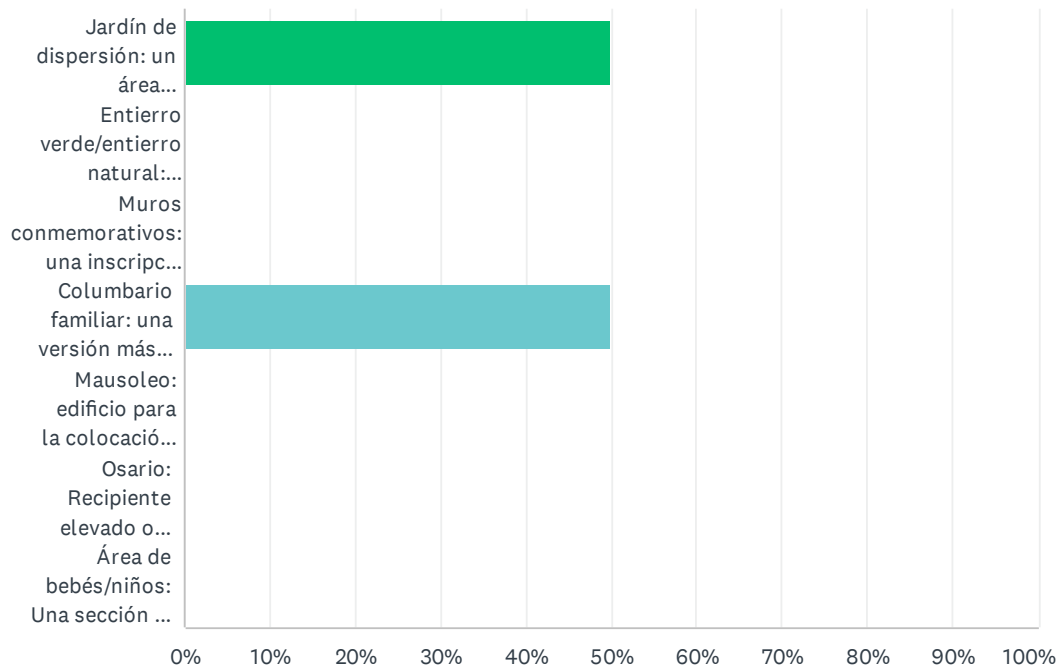


ANSWER CHOICES	RESPONSES	
Planeo comprar un lote de entierro tradicional en CVPCD.	0.00%	0
Planeo comprar un lote de restos cremados en CVPCD.	33.33%	1
Planeo comprar un lugar sobre el suelo para restos cremados en CVPCD.	0.00%	0
Ya compré un lote o terreno sobre el suelo en CVPCD.	66.67%	2
He comprado o compraré un terreno o un lugar sobre el suelo en otro lugar.	0.00%	0
No planeo usar un cementerio para mis arreglos finales.	0.00%	0
No he pensado en esto todavía.	0.00%	0
Total Respondents: 3		







APPENDIX B - ENGAGEMENT

Q3 ¿Qué opciones alternativas de entierro y conmemoración que no se ofrecen actualmente en CVPCD consideraría como parte de sus planes para el final de su vida? Seleccione todas las que correspondan.

Answered: 2 Skipped: 1



APPENDIX B - ENGAGEMENT

ANSWER CHOICES	RESPONSES	
 <p>Jardín de dispersión: un área cuidadosamente ajardinada donde se esparcen las cenizas. Este entorno sereno sirve como un memorial pacífico para quienes eligen la cremación, brindando a sus seres queridos un espacio tranquilo para la reflexión y el recuerdo.</p>	50.00%	1
 <p>Entierro verde/entierro natural: Entierro en un ataúd biodegradable sin embalsamamiento, revestimientos de tumbas ni bóvedas. Implica una mínima conmemoración/marcación de tumbas e implica la restauración del hábitat en las tierras de enterramiento.</p>	0.00%	0
 <p>Muros conmemorativos: una inscripción en un muro conmemorativo para conmemorar a un ser querido, generalmente en memoria de aquellos enterrados en otro lugar.</p>	0.00%	0
 <p>Columbario familiar: una versión más pequeña de un columbario comunitario. Una familia compra los derechos de entierro de todo el columbario.</p>	50.00%	1
 <p>Mausoleo: edificio para la colocación de restos en una tumba o cripta.</p>	0.00%	0
 <p>Osario: Recipiente elevado o subterráneo para restos cremados.</p>	0.00%	0
 <p>Área de bebés/niños: Una sección del cementerio que es estrictamente para el entierro de bebés, niños o muerte fetal. Esta área ofrecería un carácter paisajístico especial, incluyendo un muro conmemorativo y opciones de entierro.</p>	0.00%	0
Total Respondents: 2		

APPENDIX B - ENGAGEMENT

Q4 ¿Planea incorporar prácticas ceremoniales religiosas, culturales o seculares en sus arreglos de entierro al final de la vida que el cementerio no admite actualmente? Si es así, ¿qué ha planeado?

Answered: 2 Skipped: 1

#	RESPONSES	DATE
1	Por el momento no.	8/5/2024 11:33 AM
2	No	7/23/2024 7:02 AM

APPENDIX B - ENGAGEMENT

Q5 ¿Qué mejorías o adiciones cree usted que harían del cementerio CVPCD un mejor lugar para ¿Elegir para los entierros o para visitar día a día?

Answered: 1 Skipped: 2

#	RESPONSES	DATE
1	Arreglen el camino dentro del cementerio por favor, está lleno de ollos y la verdad cobran mucho y yo creo que es suficiente para que uno pueda manejar agosto.	7/23/2024 7:02 AM

APPENDIX B - ENGAGEMENT

Q6 ¿Qué mejoras o adiciones cree usted que harían que el cementerio CVPCD estuviera mejor preparado para albergar o celebrar eventos especiales (por ejemplo, Día de Los Muertos; Día de los Caídos; ¿Día de la Madre, Día del Padre, etc.)?

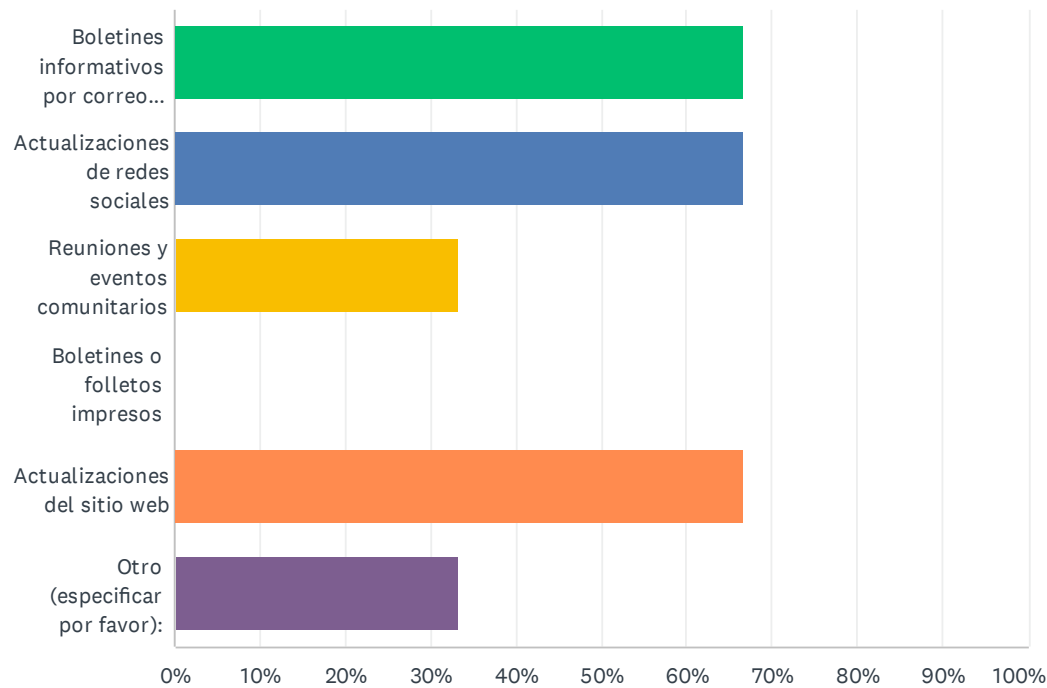
Answered: 1 Skipped: 2

#	RESPONSES	DATE
1	Hagan un área verde con muchas bancas y mucha sombra para que después de un entierro ahí puedan quedarse los familiares más cercanos	7/23/2024 7:02 AM

APPENDIX B - ENGAGEMENT

Q7 ¿Cómo le gustaría recibir noticias de CVPCD?

Answered: 3 Skipped: 0



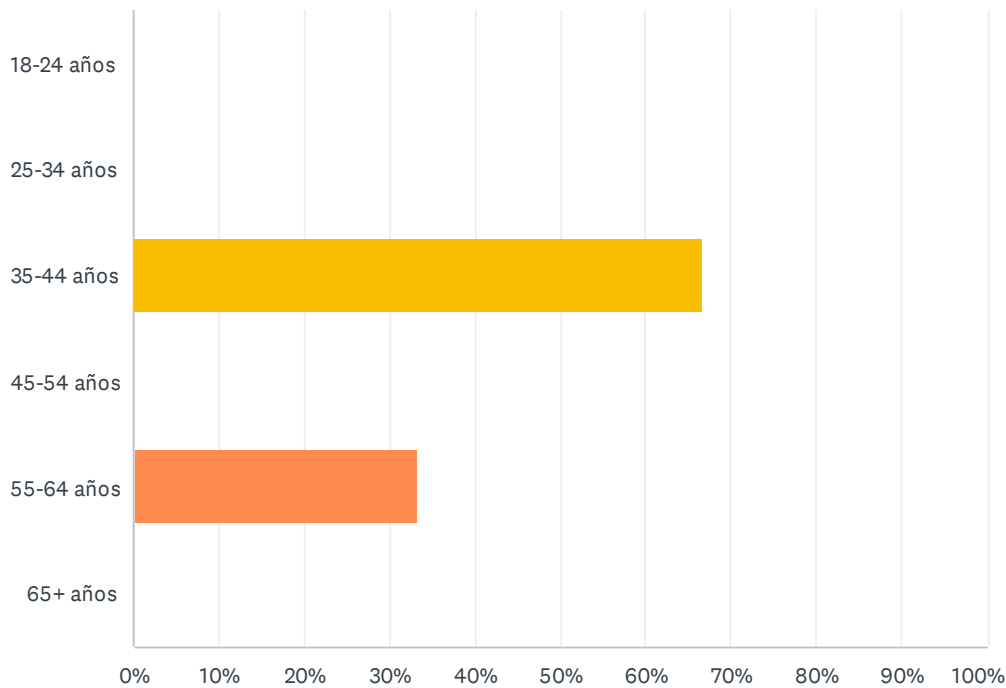
ANSWER CHOICES	RESPONSES	
Boletines informativos por correo electrónico	66.67%	2
Actualizaciones de redes sociales	66.67%	2
Reuniones y eventos comunitarios	33.33%	1
Boletines o folletos impresos	0.00%	0
Actualizaciones del sitio web	66.67%	2
Otro (especificar por favor):	33.33%	1
Total Respondents: 3		

#	OTRO (ESPECIFICAR POR FAVOR):	DATE
1	Con eso es suficiente	7/23/2024 7:02 AM

APPENDIX B - ENGAGEMENT

Q8 ¿Cuál es tu edad?

Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
18-24 años	0.00%	0
25-34 años	0.00%	0
35-44 años	66.67%	2
45-54 años	0.00%	0
55-64 años	33.33%	1
65+ años	0.00%	0
TOTAL		3

APPENDIX B - ENGAGEMENT

Q9 Ciudad/Pueblo de Residencia:

Answered: 3 Skipped: 0

#	RESPONSES	DATE
1	Coachella	8/5/2024 11:33 AM
2	Bermuda Dunes	7/23/2024 7:02 AM
3	Indio	7/22/2024 6:00 PM

APPENDIX B - ENGAGEMENT

Q10 Código postal de residencia principal:

Answered: 3 Skipped: 0

#	RESPONSES	DATE
1	92236	8/5/2024 11:33 AM
2	92203	7/23/2024 7:02 AM
3	92201	7/22/2024 6:00 PM

APPENDIX B - ENGAGEMENT

Q11 Comparta cualquier comentario o sugerencia adicional que tenga para el Plan Maestro de CVPCD.

Answered: 1 Skipped: 2

#	RESPONSES	DATE
1	Que respeten las lápidas y busquen la manera de pasar sin pisarlas, no es justo que uno tenga que pagar muchísimo y nos la dejen toda rayada porque pasan por encima con otros cuerpos o con los mismos equipos de trabajo.	7/23/2024 7:02 AM