

Council Strategic Priorities Tracker: February 2025

No.	Priority Level (March Workshop)	Project	Regulatory or Legal Requirement?	Strategic Priority Category	Department	Status as of March 2024	Level of Staff Capacity to Complete	Summary of Accomplishments - March 2024	% Completed March 2024	February 2025 Update	% Completed February 2025
1	HIGH	Explore Street Addresses	Yes	Natural Environment/Village Character	Admin	In Progress	High	<ul style="list-style-type: none"> • Presentation to Council at November CC Meeting detailing the results and status of staff's research • Council directed staff to continue research and engage with the USPS Growth Manager • Ad Hoc Committee met in February • Letter with Ad Hoc's questions drafted and mailed to the USPS Growth Manager • Reply from USPS received in February 2024 	70%	<ul style="list-style-type: none"> • Staff continued research exploring different street addressing systems meeting USPS standards • Continued communication with USPS Address Systems Manager, gaining further insight about how acceptable addressing systems may relate directly to the City 	72%
2	HIGH	Transient Occupancy Tax(TOT) Increase: Explore adding to 2024 Ballot	No	Financial Sustainability	Admin	Update to Council in May, then needs Council direction	High	<ul style="list-style-type: none"> • Tentatively placed on May City Council Agenda to discuss a report on adding a ballot measure to the November 5th Election and provide staff with direction • Deadline to add a ballot measure is August 9th, making this a time sensitive item 	5%	<ul style="list-style-type: none"> • May 2024: Staff presentation to Council at CC meeting - Council voted to table the TOT discussion to a future meeting date - Directed staff not to pursue adding a ballot measure to Nov. 2024 election 	100%
3	HIGH	Carmel Area Wastewater District (CAWD) Bridge to Everywhere Project	No	Natural Environment/Village Character	Admin/CP&B	In Progress	Low	<ul style="list-style-type: none"> • The City mailed a letter of support for the project • City Planner Katherine Wallace added to project team 	5%	<ul style="list-style-type: none"> • Multiple more meetings attended by City Planner Katherine Wallace • December 2024: Council received a presentation from CAWD about project vision • No lease or land use agreements in place yet 	10%
4	LOW	Board and Commissioner Training	No	Misc.	Admin	On Hold	Low	<ul style="list-style-type: none"> • City Attorney updated the Board and Commission handbook in February 2024 • Council decided in March to postpone adoption of new Handbook for now 	75%	<ul style="list-style-type: none"> • City Clerk continues working closely with newly appointed Board members and Commissioners to facilitate ethics training, provide Brown Act resources and training, and provide comprehensive City handbook and onboarding resources • Department Heads are continuing their individual orientation processes 	75%
5	LOW	Develop and Implement Social Media Plan	No	Community Engagement	Admin	On Hold due to other priorities	Medium	<ul style="list-style-type: none"> • No updates on this item 	50%	<ul style="list-style-type: none"> • Staff assigned to research municipal government best practices and compliance requirements for a social media presence • Exploring opportunities for enhanced community engagement opportunities • Staff developed a Social Media Policy for Council review at the March 2025 City Council Meeting 	90%
6	LOW	Explore Parking and Traffic Management Program	No	Business Environment	Admin	In Progress	High	<ul style="list-style-type: none"> • Community engagement phase completed in winter 2023 • Next step - presentation to Council with community feedback and options 	50%	<ul style="list-style-type: none"> • Ordinance No. 2024-002 adopted by Council, to comply with California Vehicle Code (CVC) Section 22500 and Assembly Bill 413-The "Daylighting Bill" • AB 412 - "Daylighting Bill" changes for implementation are 100% complete 	50%
7	LOW	Review/Reformulate Approach to Reserves/Update Financial Policies	No	Financial Sustainability	Admin	On Hold due to staffing	High	<ul style="list-style-type: none"> • No updates on this item 	35%	<ul style="list-style-type: none"> • New Finance Manager hired June 2024 • In process: exploring ways to enhance relevant policies for effective financial management, continued transparency, best practices, and governance • Council established Financial Stewardship Workgroup (Delves/Buder) 	45%
8	LOW	Explore Opportunities for Flanders Mansion	No	Infrastructure	Admin	On Hold due to other priorities	High	<ul style="list-style-type: none"> • Staff continued research to prepare a City Council update, recommendation, and seek direction 	20%	<ul style="list-style-type: none"> • Staff continued to gauge community interest in opportunities for Flanders • Worked with CP&B to update available property records for Flanders on City's website • Coordinated with PW to facilitate proactive maintenance in anticipation of winter season 	20%
9	HIGH	Review Barriers to Construction of Affordable Housing (Housing Element Adoption)	Yes	Natural Environment/Village Character	CP&B	Pending Council Adoption - Target before April 15th	High	<ul style="list-style-type: none"> • Numerous community meetings held • 1st draft Housing element completed and submitted to State, August 2023 • 2nd draft Housing element completed and submitted to State, January 2024 • Set for adoption before April 15th 	95%	<ul style="list-style-type: none"> • Housing Element adopted by Council April 8, 2024 and subsequently certified by State 	100%
10	HIGH	Explore opportunities for alternate affordable housing sites and amend Housing Element to move units from City Owned sites	No	Natural Environment/Village Character	CP&B	Did not exist	High	<ul style="list-style-type: none"> • Did Not Exist 	0%	<ul style="list-style-type: none"> • Staff working with resident group, "AHA" to find alternate sites in town for affordable housing • Consultant brought on board to assist with State (HCD) interface • Four main programs being explored: <ul style="list-style-type: none"> - ADUs - Hotel Conversion - Downtown Property - Church Sites • All four programs at some level of development, regular meetings with HCD to gain early feedback on approach - has been largely positive • Anticipate first draft of amendment language for public comment in March • Targeting summer, 2025 for City Council adoption 	50%
11	HIGH	Develop Accessory Dwelling Unit (ADU) Ordinance	Yes	Natural Environment/Village Character	CP&B	In Progress	High	<ul style="list-style-type: none"> • First draft presented to Planning Commission at workshop, November 2023 - feedback received • Met with State HCD to discuss policy direction regarding total building square footage on lots • Waiting on HCD comments on first draft ordinance 	75%	<ul style="list-style-type: none"> • November 2024: 2nd draft ordinance presented to Planning Commission • Revised draft being launched for general public review February • Feb/Mar 2025: City to hold community workshop on ordinance • Anticipate ordinance in front of Council in April/May 2025 	80%

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12	HIGH	Update Zoning Code and Design Guidelines (Residential & Commercial) AND Explore Reinstatement of the Design Review Board (DRB)	No	Natural Environment/Village Character	CP&B	In Progress	High	<ul style="list-style-type: none"> Multiple Steering Committee meetings held (5+) Steering Committee completed review and comments on guideline language in first draft of residential and commercial guidelines, including new format Steering Committee completed review and comments on supporting language (intros, history, etc.) in first draft of residential and commercial guidelines Created "shoot list" for replacement/new photographs throughout all documents Created "parking lot" list of important items to work on following completion of Design Guidelines Staff began working on compilation of all notes and edits to generate 2nd draft of Residential and Commercial Design Guidelines 	60%	<ul style="list-style-type: none"> Efforts were paused for most of 2024 due to staff resources (Director) Meetings resumed Nov./Dec. - Four (4) steering committee meetings held to review photographs and diagrams Reshooting photos and formatting scheduled for Feb/Mar. 2025 	65%
13	LOW	Explore Opportunities for Permanent Outdoor Dining/Downtown Master Plan	No	Business Environment	CP&B	On hold due to other priorities	Medium	<ul style="list-style-type: none"> No project updates at this time 	25%	<ul style="list-style-type: none"> No project updates at this time 	25%
14	LOW	Housing Element Implementation	Yes	Natural Environment/Village Character	CP&B	Implementation Schedule pending Council adoption in April 2024	High	<ul style="list-style-type: none"> Implementation schedule created as part of Housing Element Start date pending adoption of Housing Element in April 2024 	5%	<ul style="list-style-type: none"> Implementation in progress Principal Planner position created to focus solely on implementation - Marnie Waffle Implementation taking place at same time as amendment - reduced capacity Special Meeting with Plannign Commission February 25th to discuss Zoning Code amendments Recommendation: this item be elevated to HIGH priority 	10%
15	LOW	Outdoor Wine Tasting Ordinance	No	Business Environment	CP&B	In Progress	Medium	<ul style="list-style-type: none"> Ad Hoc Committee established First community listening session held in November 2023 	5%	<ul style="list-style-type: none"> No project updates at this time 	5%
16	HIGH	Review Opportunities for Enhanced Fire/Ambulance Service	No	Financial Sustainability	PD	In Progress	High	<ul style="list-style-type: none"> Continued work on plan to improve management and operations of Ambulance with City of Monterey Management and oversight options discussed with Interim Chief Andrew Miller for future Ad Hoc discussion 	35%	<ul style="list-style-type: none"> Ad Hoc meetings completed, discussion with Monterey Fire with proposed contract provided and multiple meetings with Ambulance Association Significant progress on review and narrowing in on ambulance employees' wages & benefits Both sides want merger with a clear understanding that it will improve our services Next steps include: <ul style="list-style-type: none"> Receiving a proposal back from Ambulance Association and presenting to Council in Closed Session, Ad-Hoc meeting, and Council approval in open session to move forward 	75%
17	HIGH	Police/Public Works Building Project	Yes	Infrastructure	PD/PW/CP&B	In Progress	High	<ul style="list-style-type: none"> Multiple Ad Hoc meetings September-December 2023 January 2024: staff presents results of Indigo Architect's building condition assessment and Police space programming needs January-February: Ad Hoc conducts public meetings to discuss next step options Listening Session held in March 2024 Facilitated community tours of Carmel and Salinas Police stations scheduled for March 29, 2024 Next step for implementation is to authorize architect to begin schematic design of a possible new building at new site and renovation options at existing site 	30%	<ul style="list-style-type: none"> March - June: Held Multiple Ad Hoc Committee meetings and public listening sessions Community consensus: the existing building needs to be replaced July 2024: Council selects option of rehabilitating and expanding the Police building on the existing site to accommodate the programmatic functions of a contemporary Police department Consultant architect subsequently developed a Concept Design that: <ul style="list-style-type: none"> maximizes the existing site accommodates all necessary Police functions provides space for Public Works offices and most field shops requires PW heavy equipment and material bays to be relocated to another site to be determined Consultant architect also prepared preliminary phasing plans minimizing swing space needed for both Police and Public Works Departments during construction Anticipated Amendment to Professional Services Agreement (PSA): Feb. 2025 <ul style="list-style-type: none"> Original PSA included two Concept Designs Cost of additional work requested from architect following Council and community input brought the agreement to the expenditure limit of the not-to-exceed amount Amendment would allow for architect to: <ul style="list-style-type: none"> advance the design concept into preliminary design plans and refine cost estimates prior to proceeding into final design and future construction when funding becomes available Next Steps: share with Ad Hoc and discuss with Council 	35%

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18	HIGH	Develop a plan to ensure that the City's natural areas, as well as private property, are properly maintained to reduce fire risk	No	Natural Environment/Village Character	Fire/PD/PW	In Progress	Medium	<ul style="list-style-type: none"> Community Wildfire Protection Plan (CWPP) presented to Forest & Beach Commission in October 2023 Needs to be presented to Carmel, Monterey, and Pacific Grove Councils for adoption \$75k spent on removing 43 fallen, dead trees in MTNP Fuel reduction performed in Forest Hill Park 51 trees, 50 limbs removed following February 4th storm \$200k approved in FY 2023/24 Mid-Year budget for additional dead/hazardous trees and stump removals Landscape maintenance contractor and staff mowing, weed whacking, debris removal continues Carmel Prepares programming developed covering personal preparation and the City's plans for emergency situations Bi-annual community engagement meetings planned January 2024: first community meeting held at Sunset Center to discuss Winter Storms June 2024: second community meeting will discuss wildfire preparation 	65%	<ul style="list-style-type: none"> September 2024: Community Wildfire Prevention Plan (CWPP) adopted by Council Ongoing fuel reduction projects in CWPP assigned to the City's landscape maintenance contractor and Forestry crews "Carmel Prepares" program continues to educate the community with emergency preparedness with events held in January, June, and November Landscape maintenance contractor and staff continue mowing, weed whacking, and debris removals throughout the City's parks and open spaces Ongoing invasives removal and fuel reduction by Friends of MTNP and other volunteers in the North Dunes Habitat Restoration Site, along the Scenic Pathway, and other locations Monterey Fire conducted annual fuel reduction inspections for all Carmel properties in the fall \$900k (98%) of Tree Care Budget expended by the end of Fiscal Year 2023/24 City Tree statistics for calendar year 2024: 183 dead/dying trees removed, 213 trees pruned, 112 stumps removed, and 172 new trees planted Private Tree statistics for calendar year 2024: hazardous/dead/dying tree removals permitted: 98 upper canopy, 114 lower canopy, with a 96.7% required replanting rate Recommendation: this Priority be eliminated as remaining tasks are ongoing 	95%
19	HIGH	Develop Urban Forest Master Plan (UFMP) & Update Tree Ordinance	No	Natural Environment/Village Character	PW	In Progress	Medium	<ul style="list-style-type: none"> Technical Studies and Community Survey completed Technical reports presented to Forest & Beach Commission/Steering Committee April-May 2024: Draft UFMP to be released and hold a Public Workshop UFMP expected to be completed by 6/30/24, with public outreach and ordinance updates continuing into FY 25 	60%	<ul style="list-style-type: none"> Project renamed, "Carmel Forest Master Plan," (CFMP) in response to public comments Consultant completed additional tree inventory surveys and submitted a first draft and revised draft CFMP (Consultant services are now considered complete) Monthly status updates of CFMP provided at Forest & Beach Commission meetings in 2024 Highlights included: <ul style="list-style-type: none"> Review of proposed Agenda topics, presenters, and opportunities for public comments for the Public Workshops Results of the Public Workshops and next steps moving forward Forest and Beach Commission, CFMP Steering Committee, and staff held Public Workshops at Carpenter Hall as follows: <ul style="list-style-type: none"> May 2024: Community Workshop #2 <ul style="list-style-type: none"> Presented results of Community Survey, provided a TreeKeeper computer demonstration, discussed past and proposed Forestry Division staffing and budget resources, and obtained public comment and opposition on the draft Tree Species Planting List October 2024: Two-day public workshop held to review the draft CFMP Coastal Ecologist engaged to oversee efforts to customize CFMP to fit the needs and expectations of the community and integrate the new CFMP with the prior, existing Plan A letter and final report were submitted to, and accepted by, CalFire to terminate the CalFire Grant for this project; City remains in good standing and eligible for other CalFire grants Commenced a qualifications-based selection process to hire an environmental firm to prepare an Initial Study and appropriate CEQA documents upon availability of CFMP final draft 	80%
20	HIGH	Underground Utilities Rule 20A	Yes	Infrastructure	PW	In Progress	Medium	<ul style="list-style-type: none"> November 2023: Presented Rule 20A program, prior reallocations leaving City \$668k, CPUC changes, active vs. inactive district, and 2 Underground District Options: Del Mar parking lot and Willow Trail/Ridgewood Council directed further outreach with Ad Hoc Committee to gauge interest and underground conversion funding for private properties February 2024: Ad Hoc/Staff toured both sites Researching costs for private undergrounding before returning to Council to adopt District(s) 	50%	<ul style="list-style-type: none"> Ad Hoc Committee met several times in 2024 and decided to recommend the Del Mar Underground District to Council and eliminate further review of the alternative site along the MTNP Willow Trail October 2024: A Public Meeting held, community comments showed support November 2024: Public Hearing held, Council adopted resolution establishing the Del Mar Underground Utility District and authorized the Del Mar Utility Undergrounding Project utilizing remaining Rule 20A Work Credits (\$667,639) The adopted resolution, map, and application was submitted to PG&E PG&E's response designated the City an "Active Community," and no further reallocation of funds are expected PG&E estimates starting the design for the District in approximately five years Notifications and discussions with potentially impacted homeowners continue Recommendation: Priority be eliminated and resumed once PG&E begins the design in a future year 	95%

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21	HIGH	Coastal Engineering Study and Climate Committee	No	Natural Environment/Village Character	PW	In Progress	Medium	<ul style="list-style-type: none"> Climate Committee reformed; met in November 2023 and February 2024 Coastal Engineering Study Phase 1 completed Tasks 1-4 presented to F&B Commission and Climate Committee \$500k Local Coastal Program Grant Agreement executed with California Coastal Commission funding Phase 2 March 2024: Council approved Amendment 2 to consultant team for 2-year Phase 2 development, which includes public outreach, coastal adaptation strategies, and an LCP Amendment Special Meeting Presentation to Council on March 26th April 2024: Issue RFP for Shoreline Infrastructure Repairs project; retain engineer for 2 structural beach stair repairs (10N, 12), and estimating/environmental for all shoreline repairs March-May 2024: PW staff to repair and open 5 concrete stairs at 8, 10S, 11, 13, and Santa Lucia, and wood stairs at Martin Way 	35%	<ul style="list-style-type: none"> March 2024: Amendment #2 executed with consultant for Phase 2 development, to include: public outreach, coastal adaptation strategies, and an LCP Amendment For Phase 2, consultants prepared a Community Engagement Plan and a Socio-Economic Analysis, presented a draft Community Survey for Sea Level Rise to the Forest and Beach Commission, and are currently developing long-term beach adaptation strategies Initial reimbursements received from the \$500k Local Coastal Program Grant Agreement executed with the California Coastal Commission In spring, PW staff repaired and re-opened six concrete beach access stairs, and the wood stairs at Martin Way Two remaining wooden stairs, at Tenth Avenue North and Twelfth Avenues, were confirmed by a structural engineer to have sustained structural damages and must remain closed for public safety until repairs are made Efforts are underway to repair the Tenth Avenue North stairs by a contractor under an informal bidding process Three technical proposals were received in response to the RFP for the Shore-line Infrastructure Repairs project, which was subsequently combined with another CIP Project for the Fourth Avenue Outfall Wall Reconstruction Project Best qualified firm selected; staff negotiated Scope of work and estimated fees to maximize project budget A Professional Services Agreement, with a fee of approximately \$400k, is anticipated to be submitted to Council for award in March 2025 	50%
22	LOW	Stormwater Ordinances Update	Yes	Infrastructure	PW	Waiting for the Coastal Commission to Adopt in FY 24/25	Low	<ul style="list-style-type: none"> 2nd Reading and adoption of Stormwater Ordinances completed in December 2023 Local Coastal Program Amendment requires approval by Planning Commission- likely in FY 2024/25 Local Coastal Program Amendment requires approval by Coastal Commission - likely in FY 2024/25 	95%	<ul style="list-style-type: none"> Met with CCC Staff to provide the Council-adopted Stormwater Ordinances to CCC for review Stormwater Ordinances need to go to the Planning Commission to meet the Local Coastal Program (LCP) application requirements Coordinated with Planning Dept. regarding LCP and LCPA submittal requirements and the timing of the LCP Amendment for stormwater pending other LCP Amendments requested by the City Following Planning Commission approval, Stormwater Ordinances then go to the CCC for final approval 	100%/10%
23	LOW	Explore Opportunities for Scout House	No	Infrastructure	PW	In Progress	High	<ul style="list-style-type: none"> January 2024: Presented building condition, challenges (historic, CEQA, ADA, Surplus Lands Act), and 5 options with pros and cons Options: (1)Renovate as a CIP project, (2)Sell property, (3)Re-issue RFP for contractor to renovate and lease, (4)Relocate and renovate, and (5)Status Quo Relocation and renovation was selected to advance Several relocation sites to be evaluated 5-year CIP, Year 2 (FY 2025/26) includes \$250k for project management, historic renovation/relocation design, and environmental services 	40%	<ul style="list-style-type: none"> January 2024: Council selects option to relocate and renovate the Scout House to a site to be determined and subsequently sell the existing site Initial sites were preliminarily evaluated and logistical challenges identified Proposed CIP project (fiscal year to be determined) to allocate \$250,000 for a consultant team, led by historic preservation architect, to: a) assess feasible sites for the relocation, b) design full removal plans of the Scout House from the existing site, c) design the renovation plans, meeting ADA, historic preservation standards, and building code requirements, at the new site to 90% complete, and d) perform an Initial Study and begin environmental review (EIR anticipated) for the overall project In subsequent fiscal year(s), additional funding will be needed to complete the environmental review, design plans, and begin construction Costs expected to partially be offset by the sale of existing site 	40%
24	LOW	Undergrounding Power Lines Separate from Rule 20A Priority	No	Infrastructure	PW	In Progress (overlaps with Rule 20A)	High	<ul style="list-style-type: none"> Staff recommends adopting Underground Utility District(s) for Rule 20A project first before pursuing City-wide undergrounding Carmel Cares working with residents and PG&E to potentially underground utilities along San Antonio Avenue (Second to Fourth Avenues) 	5%	<ul style="list-style-type: none"> PG&E currently in design to underground utilities along San Antonio, between Second and Fourth Avenues Project was sponsored by Carmel Cares and will be entirely funded by adjoining properties The San Antonio Pathway Reconstruction Project, currently in construction, will be completed before undergrounding of utilities under the roadway Focus this year was on the Rule 20A Undergrounding Project (a separate strategic priority) Recommendation: rename this to "Undergrounding Power Lines – Citywide" 	5%